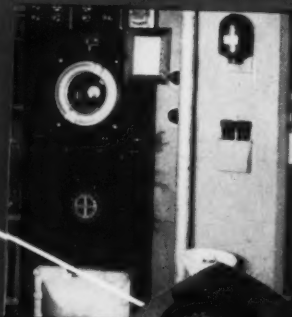


JULY 1953 • FORTY CENTS



Safety Issue



Manage

MAGAZINE OF MANAGEMENT MEN OF AMERICA



DEPENDABILITY...
that builds reputation
Delco Motors



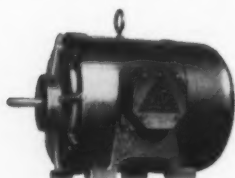
If your product needs a power source, look to Delco for the motor that will serve you best. Delco makes motors for most industrial applications... motors famous for dependability and long life under the toughest operating conditions.

So... check on Delco. You'll find a Delco motor that fits your needs. For complete details write to Delco Products, Dayton, Ohio, or to the nearest sales office listed below.

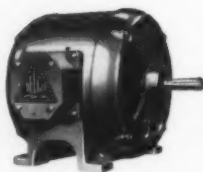


**DELCO
PRODUCTS**

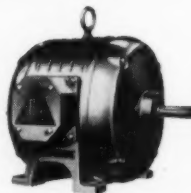
Division of General Motors Corporation
Dayton, Ohio



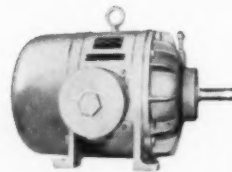
Totally Enclosed Fan-Cooled Motor



Open Ball-Bearing Motor



Totally Enclosed Motor



Explosion-Proof Motor

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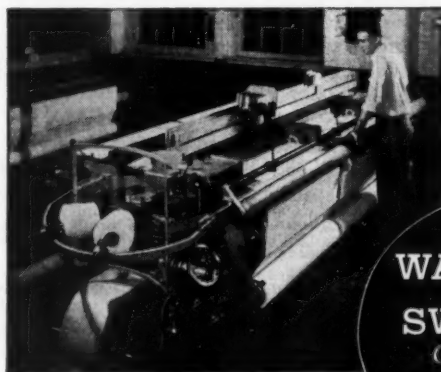
There is a law against corporations becoming too big

YOU HEAR bureaucrats and socialists demanding such a law. There is one, and with no loopholes, either. The law of supply and demand.

The minute a company makes too much money, competitors rush into the business. The minute a company stops giving you sound values, the most for your money, you buy somewhere else or do without. And that trims that company down to size in a hurry.

Of course, if a company *does* give you the most for your money, and does grow as a result, that's all right, isn't it? Or would you rather see the big concerns cut down and penalized? *You're* the one that's penalized in the long run.

Growth is what built America. *Growth* is the only thing that can make more and better jobs and values.



**WARNER
&
SWASEY**

Cleveland

PRECISION
MACHINERY
SINCE 1880

YOU CAN PRODUCE IT BETTER, FASTER, FOR LESS WITH WARNER & SWASEY MACHINE TOOLS, TEXTILE MACHINERY, CONSTRUCTION MACHINERY

ABOUT THIS ISSUE

This July issue of **MANAGE** is our Annual Safety Issue, which is devoted mainly to making the supervisor safety-conscious and safety-educated. You will find in this issue safety articles from a variety of industries. Perhaps yours is not among them, but we are sure that any supervisor in any industry can find practical safety rules contained in these articles which can aid him in accident prevention. Remember, as a member of management, safety is your job!

Among the interesting and authoritative safety articles appearing in **MANAGE** in July are "Safety as a Crusade," an article dealing with the work of the Mine Safety Appliances Co. in accident prevention, on page 7; "No More Grinding Wheel Accidents!" prepared by the Grinding Wheel Institute on page 8; "Another Million Accident Free Man-Hours" by Roy Schoenig, safety director of the Clinton Ia., division, Curtis Companies, Inc., on page 10 and "Safety Behind the Wheel," an article written by Edgar V. Barmann of the Foremen's Club of Columbus as a tribute to the W. E. Anderson Sons Co., a national safety leader, on page 13.

ON THE COVER



Through the splendid cooperation of the Mine Safety Appliances Company, Pittsburgh, Pennsylvania, this cover of the Safety Issue of **MANAGE** was made possible. It shows several of the products manufactured by MSA for a safer industrial world. Among these products are the all-service gas mask with electric cap lamp worn by the two lower workers. The upper left photograph shows the instrument panel of the MSA combustible gas alarm which protects distilleries against explosive concentrations of alcohol vapor. The upper center photo features the self-generating oxygen breathing apparatus worn by man-hole workers for protection against toxic gases. Scull guards and safety glasses are a must for steel workers such as shown in the upper right photo. The explosimeter, pictured in the center of the page, is used for gas detection on pipelines. See MSA's story "Safety as a Crusade" on page 7 of this issue for more information on modern safety.

JULY, 1953

VOL. 5, No. 11

Manage

MAGAZINE OF MANAGEMENT MEN OF AMERICA

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THE NATIONAL ASSOCIATION OF FOREMEN, EDWARD O. SEITS, President; HAROLD B. LYDA, First Vice President; MARION KERSHNER, Secretary-Treasurer; J. E. BATHURST, Executive Vice President.

The National Association of Foremen (NAF) is a non-profit, educational, management organization devoted to unifying all segments of management, foremen to president; to recognition of a professional status for these management men; to broadening the horizon of first-line management for more effective leadership; to strengthening the free economy in America.

Its 58,986 members include all management segments, enrolled mainly in autonomous but affiliated "area" or "company" management clubs. It also offers company memberships, and individual memberships in special circumstances.

For full information, address the executive vice president at 321 W. First Street Dayton 2, Ohio.

MANAGE is published monthly on the 5th by THE NATIONAL ASSOCIATION OF FOREMEN, as its only official publication. Entered as second-class matter Sept. 9, 1952 at the post office at Dayton, Ohio, under the Act of March 3, 1879. Printed in the U.S.A. Publication office 230 W. Fifth St., Dayton Ohio. All address changes and publications returned under postal regulation 3579 should be sent to editorial offices in Dayton. Editorial and executive offices 321 W. First St., Dayton 2, Ohio. Copyright 1953 by The National Association of Foremen. Subscription rates: annual U. S. \$4.00; foreign \$6.00; single copy 40c except November convention issue for which \$1.00 to non-subscribers. Annual subscriptions (U. S.) in lots of 50 to 500, \$3.00; 500 to 5000, \$2.50; 5000 and over, \$2.25.

EDITORIALLY SPEAKING

SAFETY FIRST—SAFETY ALWAYS

Safety is not a season or an annual observance. It is not something to think about only when you happen to have a little free time or immediately following an accident. Safety is not a naughty word, or a word to be referred to in the same hushed tone often used in referring to death and undertakers.

Safety is a thing as practical as the brush you use on your teeth in the morning and at night, and as natural a habit as wiggling your toes just after you take your shoes off.

Safety is adjusting yourself to survive in any particular environment. Not only is it a matter of being conscious of the hazards threatening your life, health or well-being, but it requires the proper mechanical safeguards and equipment.

As a member of management, it is your responsibility to make sure the men and women working under you work safely. It is your responsibility to your company, to the employees who look to you for leadership, and to your conscientious practicing of the management profession.

You never heard it said of a man, "He's a good member of management, even though he's not safety conscious." If a man can't accept the responsibility of safety, then he is not qualified to be a member of any management team.

This Annual Safety Issue of MANAGE lumps together a lot of special messages having to do with safety, its practice and its equipment. Few pages of this July, 1953, issue are without ideas and suggestions you can put to use in making your company or department a safer place to work.

FOR TOMORROW'S OPPORTUNITIES

The responsibilities of the first and second levels of modern management are mounting faster than the men who hold down the jobs are developing. American industry has arrived at the point where the business of management is so complex that no level of the profession is without responsibilities. Today's industry burdens the foreman and supervisor with responsibilities nearly as great as those of top executives.

Studies and surveys by The National Association of Foremen prove that the 1953 foreman in industry carries labor and financial responsibilities greater than did vice presidents in corresponding industries in 1942!

No longer is industry able to promote a man from the ranks to the position of foreman without first making sure the candidate has the leadership ability, the maturity, the emotional stability, the personality, the experience, and the education to do the job.

Industrial executives who realized, ten

years ago, that the day was rapidly approaching when management had to function as a team—not a half-dozen captains to several thousand players—are in A-1 condition today. But those harrassed executives who didn't note the signs are being surprised to learn today that most of their foremen and supervisory managerial subordinates don't recognize themselves as members of management at all!

A recent survey shows that seven times more foremen today than yesterday are feeling toward the management profession like so many illegitimate nephews at a family reunion.

But there are nearly 60,000 members of management—about 40,000 of them foremen—who are making up smoothly-operating industrial teams in 1,200 of the best industries in the world. That is the membership of The National Association of Foremen, which for 30 years has been working in positive anticipation of today's situation.

The NAF is today growing at the rate of 500 to 1,000 members a month—with no formal "sales promotion" work going on in the field. The opportunities for NAF expansion are beginning to come in almost faster than the non-profit Association can handle them.

Some whirlwind changes are being made in the NAF organization, and within a short time details of the Association's "Management Development" program will be announced.

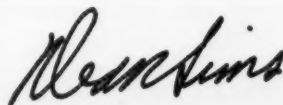
No industry can "buy" management unity for any amount of money. The NAF has helped, is helping and stands humbly—probably too humbly—ready to help industries help themselves to achieve it.

The greatest power in modern industry is not organized labor alone. It is not an intelligent and high-powered executive management suite alone.

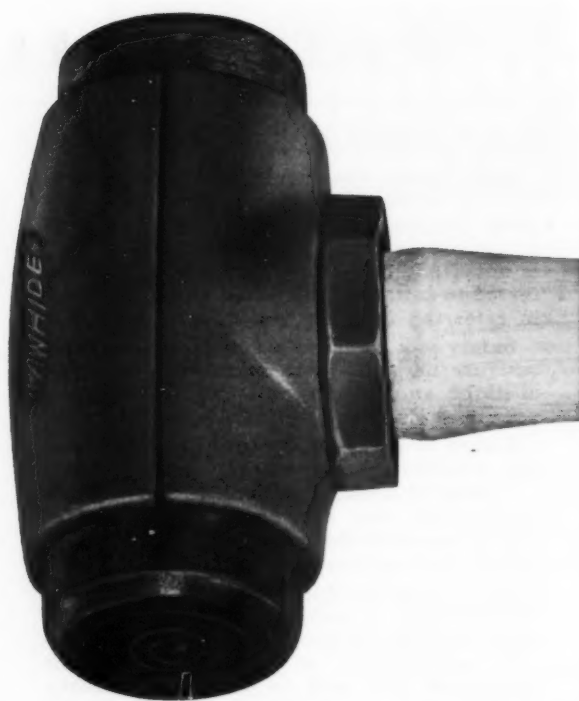
The greatest power in modern industry is in a unified management team—president to foreman.

Through unified management teams, not only will industry achieve new technological successes, but more harmonious labor-management relations.

Two of the most popular selling points of NAF-affiliated foremen's and management clubs in industry are the facts that where good management unity exists, there are impressive by-products of splendid labor-management relations and highly-efficient operating efficiency.



The best
"soft" hammer
your money
can buy!



JAW-HEAD

Tough, resilient water buffalo faces deliver needed power, cushioned to protect fine finishes and delicate parts. Faces quickly and easily replaced. Safety-Flare handle gives comfortable, non-slip grip. When you need a "soft" hammer, make sure it's a C/R RAWHIDE Jaw-Head.

CHICAGO *Rawhide* MFG.CO.

1203 Elston Ave., Chicago 22, Ill.

IN CANADA: Super Oil Seal Mfg. Co., Ltd., Hamilton, Ontario



FACES REPLACED IN SECONDS

Merely loosening a nut releases jaws for replacing faces. Tightening nut holds faces in vise-grip.

• Available from leading industrial suppliers. Also C/R Rawhide mallets and Rawhide mauls.

OTHER C/R PRODUCTS



SIRVIS

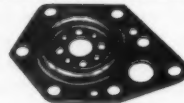
MECHANICAL LEATHER PRODUCTS

Boots, diaphragms, packings and other products that give dependable service under difficult operating conditions.



PERFECT Oil Seals

More automobiles, farm and industrial machines rely on C/R Oil Seals than on any similar sealing device. 1800 sizes, 16 types, immediately available.



SIRVENE

SYNTHETIC RUBBER PARTS

Custom-engineered, chemically specialized and custom-built for critical service in aircraft, automotive and other mechanisms.



SAFETY AS A CRUSADE

The safety equipment industry is deeply concerned about safe practices and constantly carries on a program of research and development to provide the best equipment to help you win this continuing battle. Characteristic of this industry's humane crusade is this story of a leading "arsenal for safety" written exclusively for this Special Safety Issue of MANAGE.

THAT men may work in safety! On this proposition a Pittsburgh firm was founded in 1914; and on this proposition that firm, Mine Safety Appliances Company operates today.

Before the late John T. Ryan and George H. Deike started to do something about the terrible cost of mining coal, six lives were lost for every million tons of coal taken from underground. Little equipment was available to help mine management promote safety and prevent accidents.

Deike and Ryan were mining engineers employed by the United States Bureau of Mines. They had seen the grim consequences of this lack of equipment. And they felt that more lives could be saved and more crippling accidents eliminated by intelligent, workable safety programs.

Starting in 1914, these two engineers went into business as jobbers who stocked five specialized safety products. They worked to acquaint mine operators with these items and the advantages of their wide use. The items carried made an excellent starting line for the

company which today manufactures and distributes some 3600 items of safety equipment and is the world's largest manufacturer of safety equipment for all industry. They sold, in 1914, first aid kits, safety signs, a flame safety lamp, a resuscitation device, and breathing apparatus.

But most safety devices sold in the United States before World War I were manufactured in Germany and in Great Britain. The design was inadequate to meet the rigid standards being set by Deike and Ryan, and at the first opportunity they started to make their own.

FROM MINES TO ALL INDUSTRY

Mine Safety Appliances Company's initial product was an oxygen breathing apparatus designed for mine rescue. But it wasn't long before it was adapted for use in other industries. This set the pattern for many of the MSA products to follow and the company soon found itself serving any and all industry by providing safety equipment which could be utilized in the "intelligent and workable safety

programs" the young partners had dreamed of.

The Mine Safety miner's helmet, for instance, was introduced to provide head protection for underground miners. Soon an adaptation of this helmet was replacing the paper-stuffed derby worn by construction workers. Others were developed for firemen, steelworkers, riot squads, test pilots, and in World War II MSA made helmet liners for GI "tin hats." Today's famed Skullgard, the widely used protective helmet worn by workmen in many industries, has grown from that first miner's helmet.

How much Deike and Ryan helped industry find the way to greater safety is reflected in the steady decrease in overall accident frequency and severity rates since the day of their company's founding, and in the increasing demand for more and better safety equipment. With this demand, Mine Safety Appliances Company has grown, each year finding itself in a better position to offer greater service to U. S. industrial business.

(Continued on Page 34)

Grinding Wheel operation in your plant need be no more hazardous than watching television in your own living room. According to the Grinding Wheel Institute, who prepared this article for **MANAGE**, misuse, lack of maintenance and poor handling bring about Grinding Wheel accidents. Make sure your men know how to handle these tools properly and you'll have

No More Grinding Wheel Accidents!

MODERN grinding wheel technology has progressed to such an advanced degree today that manufacturers of wheels could issue a guarantee that no breakages ever would occur if they were operated within recommended practice.

But such assurances probably never will be possible because of the one over-riding factor in grinding wheel safety which is beyond the manufacturer's control: mis-handling or misuse of the abrasive wheel *after it leaves the factory*.

More than anything else, such mistreatment of grinding wheels is the cause of the grinding accidents which occur each year.

INSPECTION

Grinding wheel shipments should be carefully unpacked upon arrival, examined for possible damage in transit, then either stored away or sent directly to the grinding department. Vitrified bonded abrasive wheels should be given the "ring test." This is done by suspending the wheel with a support through its arbor hole and striking it with a non-metallic instrument. A clear musical tone means the wheel is undamaged. A dead sound is a warning to look for cracks or other damage. Experienced workers should conduct these tests, and supervise the unpacking as well. Careless uncrating is a common cause of damage. If there is any doubt about the soundness of the wheel it should be returned to the manufacturer for thorough testing.

HANDLING WHEELS

By pointing out consequences of wheel breakages, foremen can develop safe work habits in grinder operators. They should be taught to guard against accidentally dropping or bumping wheels—especially when mounted in portable

grinders. A grinding wheel should never be rolled on the floor. And if quantities of wheels are being transported a plant conveyance should be used, the driver being instructed to proceed carefully to avoid bouncing or bumping the load.

MOUNTING

The worker should be warned to conduct a second "ring test" just before mounting the wheel on the grinding machine. This is where the test really counts! He should

automatically limits the force the operator can apply to spindle nuts and mounting bolts is an excellent safety investment worth many times its cost. Definite limits of pressure for each type of grinding wheel can be determined by consulting wheel salesmen, and the torsion wrench adjusted accordingly.

GUARDS

The number one rule of all safety practice in grinding is *use the machine guard or hood at all times!*



check machine speed against the maximum operating speed marked on the wheel, its blotter or tag, so that the wheel will not be operated beyond its maximum rated operating speed.

A torsion wrench, which auto-

Seldom is it necessary to alter or lift a grinding machine guard to perform the work—but many operators nevertheless think they are "in the way." With the machine guard off the operator not only exposes himself to a hazard, but

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also jeopardizes the safety of everyone in the vicinity.

The rule about using guards should be rigidly enforced where portable grinders are used. The feature that makes portable grinders such valuable production tools—mobility—also is their weak spot, safety-wise. Without a protecting



guard, the wheel on such a tool that is accidentally knocked off a work bench can easily sustain a crack. If the operator is away at the time, he may be seriously injured when he returns to his station and unknowingly starts up the grinder.

OPERATOR INSTRUCTIONS

A man who is new to the work should never be permitted to operate a grinding machine until he has been thoroughly instructed in its proper operation by a well-qualified instructor or by the foreman. He should be provided with safety glasses or goggles, and other necessary protective accessories, and be convinced of the necessity of wearing them.

Even the experienced grinder operator should be encouraged to ask for a "check out" or additional instruction before operating an unfamiliar machine.

MANAGE July 1953

SAFE WHEEL SPEEDS

Operate grinding wheels no faster than the recommended speeds given by the manufacturer. This is vital. Unless impressed with the hazard involved in over-speeding a wheel, an operator might be tempted to use any handy wheel on his machine, without regard to speed rating, rather than going to the grinding wheel stock room.

CORRECT WORK PRESSURE

The work piece should be applied gradually to the wheel to allow it to warm up evenly. If the operator presses too hard too soon, uneven thermal stresses developed may crack the wheel. This is particularly true at the start of grinding in cold work rooms, and when a newly-mounted wheel has just come from a cold store room.

If a heavy work piece is forced hard against any wheel it may spring the spindle, or break the wheel outright. Too much grinding pressure is being used if the grinding sound dips in pitch noticeably. This means slowing R.P.M.—the first evidence of stalling. Work should be held securely. Otherwise the movement increases the possibility of getting the work piece caught. Side pressure should always be avoided.

WHEEL DRESSING & TRUING

Dressing the grinding wheel usually is done to open the face to maintain most efficient grinding performance. But many operators are not aware that a wheel in need of dressing develops heat which can crack it as in the case of excessive work pressure. A regular wheel-dressing procedure is a safety measure.

Wheel truing, sometimes confused with wheel dressing, restores the normal contour of the wheel after grinding has worn portions of it more than others. Truing also adds to safety by correcting wheel unbalance, a condition which cancels out some of the wide safety margin so carefully built into each grinding wheel.

The techniques of operating grinding wheels safely, including how to properly dress and true

them, are described in *American Standard Safety Code for the Use, Care and Protection of Abrasive Wheels* (American Standards Association.) ASA B7.1-1947, available at no charge by writing the Grinding Wheel Institute, 2130 Keith Bldg., Cleveland 15, Ohio.

PROPER STORAGE

Each type of grinding wheel has its own recommended storage method, so that it will be fully protected until ready for use. The storage room itself should be free from dampness and not subject to extremes of temperature. Racks, bins, drawers and shelves should be sturdy and well-maintained. They should be located far enough away from plant traffic lanes so that trucks cannot bump them and cause wheel damage. Proper storage facilities are inexpensive and easy to build. Complete sketches and information on approved de-



signs are given in the ASA booklet mentioned above, as well as in the booklet *Handling, Storage and Inspection of Grinding Wheels—Safe Rules and Methods* (Grinding Wheel Institute). Both are free upon request to the Grinding Wheel Institute.

ANOTHER Million Accident Free Man-Hours BY CURTIS COMPANIES OF CLINTON, IOWA Proves that *Woodworking Can Be Safe!*

BY ROY SCHOENIG,
Safety Director, Clinton, Ia.,
Division, Curtis Companies,
Inc., and President, Curtis
Woodwork Foremen's Club.

IT was no accident that Curtis Companies of Clinton, Iowa, performed another million man-hours without a disabling injury—a record completed in January of this year. There have been three separate occasions in the past seven and one-half years when records in excess of a million man-hours were established by Curtis Companies, Incorporated. Included in this outstanding performance is the present World Record for Woodworking Industries held by the Clinton Division of Curtis Companies when they completed 3,634,107 man-hours in 1,065 days between August 13, 1948 and July 16, 1951, without a reportable injury.

Recognizing the two elements that are present in every accident



—the material and the human—we have fashioned our Safety Program with these elements as a nucleus. Encompassing all our efforts to make these elements safe are three things: (1) Ample Financing, (2)

Competent Management, and (3) Education.

The spending of money is certainly not the most important item in a Safety Program but a Safety Director who knows that his company is back of him 100% in the matter of needed expenditures appreciates it as a very necessary factor in his Safety program.

Usually the amount of money available, if necessary, will be a



pretty fair indication of Management's desire for Safety. Curtis Companies do not feel that Safety costs, but rather that Safety pays; and, therefore, that any effective program must have ample financing. There are several areas where this financing shows immediate benefits. We are members of the National Safety Council and we consider that essential. Our employees workmen's compensation insurance is carried with the Employers Mutual Insurance Company of Wausau, Wisconsin. Safety glasses are provided for all our people—the clear lens type for those



who do not ordinarily wear glasses and prescription glasses for those requiring correction.

The Company maintains a complete stock of Safety Shoes which may be purchased at cost through payroll deduction, and even though they are not required on any jobs within the plant nearly twenty-five per cent of our people wear them regularly, and more are buying them everyday. All women employees are furnished with their choice of an approved head covering. All women, employees and visitors alike, must wear a head covering while in the plant.

In addition to the above, several types of gloves and aprons are furnished for certain operations.

We have one of the finest and best equipped First Aid Departments to be found anywhere, with a registered nurse in attendance. By special arrangement three leading doctors are available and subject to call twenty-four hours a day. The First Aid Department also has its own car equipped with a stretcher carrying device which en-

ables us to give ambulance service to employee patients if necessary.

Proper guards are provided for every operation and we have replaced all of our heavy steel dockboards with the modern lightweight magnesium type thus eliminating a lot of bruised fingers and back strains.

With the full cooperation of top management the Personnel Department is charged with the administration of our Safety program. The Safety Director coordinates the work of the supervisory force, the Safety Committee, the First Aid Department and the individual employees in connection with all that relates to Safety.

Miss Marguerite Reber, our nurse, and her assistants are our first line of defense as far as public relations are concerned and they make many fine contacts in the interest of Safety.

The Safety Committee consists of five union members and five supervisory representatives with the Safety Director an ex-officio member.

Our Safety Committee meets at 1:30 P. M. on the third Friday of each month. A shop tour of inspection is made on the day preceding the monthly meeting, the committee being divided into three groups and the entire plant covered.

All items reported on the tour are carefully considered to determine the proper action to be taken. All items are posted on the Safety bulletin boards along with the minutes of the meeting. Every item has to be properly and promptly taken care of or a good reason why not must be given.

Mr. Ira Kiser, the Safety Engineer representing Employers Mutual of Wausau, Wisconsin, visits our meetings regularly and contributes many fine ideas. Employers Mutual has also furnished us with a "White Elephant" that we use as a "Booby Prize." The elephant goes to the department having the poorest accident record for the preceding month. When a full month goes by without a disabling injury the Elephant goes to the desk of P. E. Hannafan, the Plant Superintendent. After

two accident free months, it travels to the desk of Roy V. Mann, our Plant Manager. When three months are completed without a disabling injury our "White Elephant" reposes upon the desk of our President, Mr. George M. Curtis. Need-



less to say, this animal now feels that the office of Mr. Curtis is its permanent home.

A top executive of the company is present at every Safety Committee meeting so that every problem and its solution is known at once so that immediate steps may be taken to remedy any unsafe condition.

Education is probably the most important phase of all Safety programs—including ours. People will eventually learn that it is possible to get hurt on woodworking machines. This will be accomplished in one of two ways, either by personal experience or through the facilities of education. Education permits us to use the experience of others to prevent accidents.

It has been said that an individual can perform an unsafe act a hundred times and only get hurt once. The catch is no one can tell in advance just when in that sequence of a hundred times the one time will come.

Most accidents are caused and could have been prevented. Fortunately for the one injured most accidents do not prove to be fatal, but unfortunately for employees, many accidents do cause days and weeks of lost time.

We can no more pick a convenient time for an accident than we can tell in advance the person who

will be involved in the accident, so we have Safety rules.

Safety rules are fine but rules alone never saved anyone. To borrow a biblical phrase, "As a man thinketh in his heart so is he." It is our job to fill the heart and mind of every individual with the desire for Safety. That is the central theme of our educational program and we must keep at it until the members of our organization come to us with ideas and suggestions. In fact, we have a suggestion system through which we pay our employees for being Safety minded.

The Clinton Division of Curtis Companies has on several occasions chalked up intervals in excess of a million man-hours without a disabling injury and although we have received many awards our greatest compensation has been Safety Mindedness on the part of every member of our organization.

This splendid attitude has been brought about by the use of posters furnished by the National Safety Council, periodic bulletins by the Safety Director, talks to foremen and meetings of the shop stewards, motion picture and slides furnished and displayed by Mr. Kiser of Employers Mutual, a lot of good com-



mon sense, and most important of all, a continuous personal example of regard for Safety.

In times past Woodworking was considered a most hazardous industry. At Curtis throughout the years we have tried to make our plant the safest place in the whole community, and we think you will agree that we have fairly well succeeded.



How
Much
Profit
Does
Industry
Make?



A lot of people think industry makes too much profit. Public opinion polls show that most people think industry makes a profit of 25%.

How much profit do most people think industry should be *entitled* to make? The answer, according to the public opinion polls, is that a fair profit would be about 10%.

But how much net profit does industry *actually* make? The answer is that over the last five years industry has averaged a net profit of between five and seven cents for each dollar of sales.

It's up to you as foremen to *know* the facts about industry profits. If you're curious and want more details, just ask your own public library.

Foremanship Foundation, Inc.

DAYTON, OHIO



A non-profit organization
supported by companies who
believe that America's Foremen
help steer America's future.

SAFETY BEHIND THE WHEEL

This article by Edgar V. Barmann of the Foremen's Club of Columbus is written as a tribute to the W. E. Anderson Sons Co., Columbus, Ohio, as well as to Norbert Eckert, safety director of the firm, who died unexpectedly of a heart attack a few days after he was interviewed for this story. It is, in truth, his story for he administered the program justly and competently throughout the record-breaking years.

NINETY delivery trucks, traveling approximately 9700 total miles daily for the past year, have established an incredible safety record for a Columbus, Ohio firm.

In fact, the record of the W. E. Anderson Sons Co., whose trucks haul concrete, sand, stone and gravel, has been so outstanding that the National Safety Council may soon be accused of favoritism when it passes out its annual citations. Examine, if you will, the ratings earned by the company's fleet in the past five years:

First in Ohio and eighteenth in the nation in 1948; first in Ohio and tenth in the nation in 1949; and first in the state and nation in 1950 and 1952. And probably the only reason the firm has not been honored for 1953, is that the statistics are yet to be compiled.

The safety record didn't happen by accident. Carefully planned by Norbert D. Eckert, the director, and Ralph Anderson, company president, the program has been rewarding to the firm, to the drivers and to the community.

Mr. Eckert takes pride in relating how the firm pulled itself out of its accident doldrums, and started winning safe driving laurels.

"In 1947," he remarked, "Our drivers reported 17 personal injuries, which resulted in 175 man hours lost. Accidents, moreover, caused 583 lost time vehicle hours."

Viewing these statistics with alarm, the company's insurance carrier issued a stern warning: insurance rates would be increased 150 per cent, and if the accident trend continued, the policy would be cancelled.

Eckert described this news as the "jolt which started the safety program rolling." And so, on April 1, 1948, he and Anderson inaugurated

a program which was operated on an employee incentive basis.

Drivers were divided into teams, which competed for the best safety record of the year. Members of the winning team each received \$25, providing that each one had not had more than one accident during the year.

Additionally, each driver received a \$10 bonus every month if he had not had any mishaps, and had complied with inspection requirements such as cleanliness of cabs, dump beds, license plates and proper display of weekly safety stickers.

The stickers, incidentally, show the public the length of time and distance traveled since the trucker's last accident.

It is Eckert's job to keep the charts, giving the standing of each team and of the individual drivers.

The system brought sensational results, Eckert observed, noting that in the past three years there has been no driving time lost because of personal injuries. And

last year, lost-time vehicle hours were reduced to seven.

"This record was set," Eckert continued, "during a period when our business jumped 42 per cent, and when our driving personnel more than doubled. Still, our insurance premiums fell off 60 per cent."

Citing further evidence that the program has paid off, Eckert said the company has given nearly \$50,000 to the drivers in an effort to promote sportsmanship on the highways and streets. Nevertheless, he emphasized, the company has saved approximately \$6000 a year.

Eckert, who is noted for his spirit of fair play in administering the program, said the drivers were reluctant at first to adhere to the strict rules, attend safety meetings during the winter months, study a 15-page safety "Bible," and hear a series of speeches by safety experts.

"But now," he smiled, "the program has created pride and interest among our drivers. They would object if we abandoned the system."

Rewards for the drivers are given at a banquet each year. Other business firm representatives, with whom the W. E. Anderson Sons Co. deal, are also on hand at the festivities to honor the drivers with prizes.

Testimony to the esteem these companies have toward the safety program is found in the lobby of the plant's main building at 582 Harmon Ave., Columbus. On display are 12 trophies and five merit certificates.

Do safety programs pay?

"They certainly do," Eckert stressed, "but don't expect to develop one in a day. It takes patience and planning."



STICKERS such as the one above appear on the cab doors of safe drivers. When a driver has an accident, he must remove the sticker and start over.

Thirtieth Annual NAF



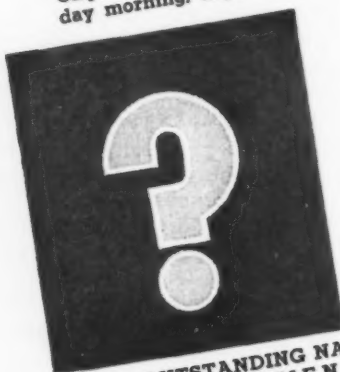
DR. WILLIAM ALEXANDER, Oklahoma City, Oklahoma . . . Pastor of the First Christian Church of Oklahoma City, to deliver address on Friday morning, September 25.



CHARLES R. HOOK, Middletown, Ohio . . . Chairman of the Board, Armco Steel Corporation, to deliver address on Thursday afternoon, September 24.



THE HONORABLE FRANK G. CLEMENT, Nashville, Tennessee . . . Governor of Tennessee, to deliver the opening conference address on Thursday morning, September 24.



MOST OUTSTANDING NATIONAL MANAGEMENT MAN . . . Special award to be presented Friday afternoon.



MOST OUTSTANDING INTERNATIONAL MANAGEMENT MAN . . . Special award to be presented Friday afternoon.



MOST OUTSTANDING FREE ENTERPRISE NEWS- WRITER . . . Special award to be presented Friday afternoon.



LADIES ACTIVITIES such as this luncheon held at last year's convention in Cleveland, will provide a great deal of entertainment for the wives of NAF members. Other planned activities include a style show, a floral arrangement talk, and tours of Milwaukee and the Blatz Brewing Company.



THIS NEW HAMILTON AUTOMATIC CLOTHES DRYER will be given away during the "Fun Night" activities on Friday night, September 25. This new 1953 model, manufactured by the Hamilton Manufacturing Co. of Two Rivers, Wisconsin, is the first to be equipped with the Fabri-Dial control for fabric types.

AF Convention Highlights

THURSDAY CONFERENCE LEADERS



HUMAN RELATIONS—OUR GREATEST UNTAPPED ASSET—Fred Smith, Vice President, Industrial Relations Division, The William Powell Company, Cincinnati, Ohio.



WHAT IS FREE ENTERPRISE?—L. E. Read, President, Foundation for Economic Education, Irvington on Hudson, New York, New York.



GROW OR GO—MANAGEMENT DEVELOPMENT—Dr. J. A. Dickinson, Aluminum Company of America, Pittsburgh, Pennsylvania.



WHAT DOES YOUR WORKER REALLY THINK?—Everett Smith, Director of Research, MacFadden Publications, New York, New York.



CURRENT SUPERVISORY PROBLEMS—Wade E. Shurtleff, Director, Industrial Relations, Standard Products Company, Cleveland, Ohio.

FRIDAY CONFERENCE LEADERS



HOW CAN WE ACHIEVE GREATER EMPLOYEE SATISFACTION?—Cloyd S. Steinmetz, Director of Sales Training, Reynolds Metals Company, Louisville, Kentucky.



COMMUNICATIONS, THE KEY TO EFFECTIVE MANAGEMENT—Dr. Arthur Secord, Brooklyn College, New York.



ATOMIC ENERGY—HOW WILL IT AFFECT US?—Dr. Harvey Sorum, University of Wisconsin, Madison, Wisconsin.



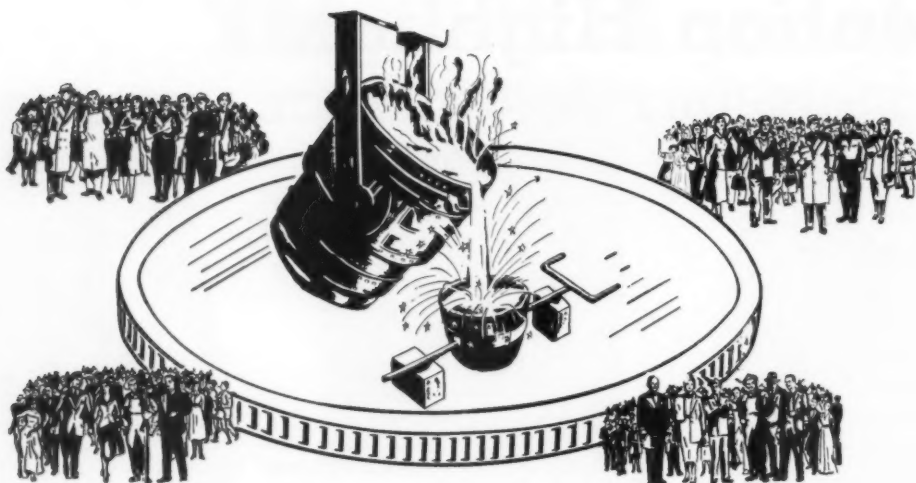
BARNYARD ECONOMICS—William F. Johnston, Supervisor of Safety and Training, Armco Steel Corporation, Middletown, Ohio.



WHAT DO YOU KNOW ABOUT WORK SIMPLIFICATIONS?—Walter F. Eitel, Supervisor of Tool Design and Processing, A. C. Spark Plug Division, General Motors Corporation, Flint, Michigan.



LABOR RELATIONS, LABOR LEGISLATION AND YOU—James C. Brown, Director of Industrial Relations, J. I. Case Company, Racine, Wisconsin.



WHO GETS AMERICA'S STEEL DOLLAR?

I

STEEL being an important item in the cost of living, we thought you would be interested in who gets how much of your steel dollar and why.

Fortunately, we were able to secure the approximate distribution-of-income figures for all steel companies (for 1951) put together as if they were one.

Let's examine these from two standpoints: 1) the nature of the costs, and 2) who got the money.

II

HERE is the \$12½ billion 1951 steel-company income expressed in terms of a single dollar, showing the costs according to their *nature*.

RECEIVED FROM CUSTOMERS	\$1.00
1. COST OF GOODS AND SERVICES BOUGHT FROM OTHERS	.467/10
2. COST OF HUMAN ENERGY (PAYROLL, PENSIONS, ETC.)	.327/10
3. COST OF GOVERNMENT (TAXES, FEES, ETC.)	.121/10
4. COST OF TOOLS WEARING OUT (DEPRECIATION, ETC.)	.032/10
5. COST OF USING THE TOOLS* (PROFIT, DIVIDENDS, ETC.)	.053/10
TOTAL COST	\$1.00

III

THESE cost figures give us a chance to see the extent to which management could "set the price".

* Tools, in their true sense, are all corporate assets — there is no reason for any corporation to own anything that is not a tool either of production or exchange.

Management obviously cannot control Cost No. 1.

Management has had very little voice in Cost No. 2.

It goes without saying that management has no control over Costs No. 3 and No. 4.

This leaves Cost No. 5 as the only one that management can control.

But even this must be "controlled" somewhere between the amount that the customer is *willing* to pay and the amount that the owners *insist* be charged to the customer.

IV

NOW let's talk about who got the money.

46⁷/₁₀% went to everybody who sold goods and services to the steel industry.

32⁷/₁₀% went to about 600,000 people who worked for the steel companies.

12¹/₁₀% went to whoever benefited from the taxes.

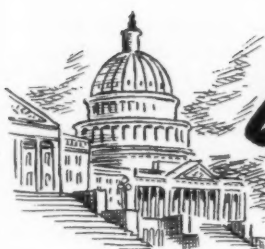
3²/₁₀% went (or will go) to the people who replace the worn-out tools.

5³/₁₀% was collected on behalf of the approximately 700,000 tool owners (stockholders), but only 2¹/₁₀% was paid out in dividends; the remaining 2⁶/₁₀% was kept in the business.

There is considerable argument about the "fairness" of this distribution.

Some people consider steel profits too high; others consider them too low.

Here is the breakdown from which you can form your own opinion.



Washington Report

for SUPERVISORS

By HAROLD A. ARBEEN

THE bugaboo of a nation-wide depression is casting a short shadow on Capitol Hill.

Some legislators are convinced that the Eisenhower administration's "tight money" policy with cutbacks in military production, curtailment of Federal employment and other economy measures will bring on one. Others scoff at the idea and contend that a perpendicular economy not only can, but will continue indefinitely.

Be that as it may, Washington, usually the last place in the country to feel a depression, recently has been experiencing a set-back while the rest of the country has been booming. Department store sales, always an indisputable index of prosperity or the contrary, have been sharply declining below levels of a year ago. Increasing numbers of Federal workers are being handed their walking papers.

A group of Washington bankers, polled recently on their views on depression prospects, were equally divided on the subject. A dozen said they believe there will be one within a year; 13 said there will not. And a majority of those questioned said their institutions are becoming more restrictive in extending consumer credit and mortgage loans.

Secretary of Commerce Weeks, however, says business generally is excellent. He rejects the idea that the country's business men feel war is necessary for national prosperity, or that a depression would follow a cease-fire order in Korea.

But Dr. Arthur F. Burns, President Eisenhower's economic advisor, thinks the country has built up bulwarks against an economic bust, such as a strong banking system, unemployment compensation, and automatic reduction of taxes when the national income con-

tracts. He has emphasized that the administration will not permit deflation to go on unchecked.

Many lawmakers here are incensed over the disgusting demonstration at the White House staged by about 7,000 citizens of dubious loyalty and intentions who picketed in connection with the Rosenbergs' case. Cloakroom gossip indicates there is a possibility legislation will be proposed to prevent future shameful mob behavior that makes the President's high office a subject of ridicule. The dignity of the Supreme court is protected by law against such demonstrations.

Once in awhile the government offers something useful to foremen and other supervisory personnel. The Small Defense Plants Administration has prepared a leaflet which it says is helpful to those who wish to avoid excessive labor turnover in their plants.

The leaflet, number 30 in a series of management aids, can be obtained without cost at SDPA field offices. It is entitled "Employee Selection and Placement Methods for Small Plants," and deals with such subjects as labor recruiting, interviewing, testing, checking of physical fitness, and references.

If you have a special question regarding Washington legislation as it affects free enterprise, the management profession or you as an individual member of management, please address it to Mr. Arbeen, **MANAGE Magazine**, 1001 National Press Building, Washington 4, D. C.

"It has been repeatedly proved," the leaflet says, "that the dividends in goodwill, morale, and production efficiency greatly outweigh the costs involved in making the new worker feel at home in his job. For these reasons it will pay you to select and place new workers with painstaking care, give them an honest picture of the job, and obtain the help of the foreman in getting them off to a good start."

Rep. Norris Cotton of New Hampshire recently came through with what is probably the sardonic joke of the month. He quipped:

"An atomic expert told our committee the other day that the sun is composed of the same elements as the hydrogen bomb and is likely to destroy the earth in about 10 billion years. For a moment I was frightened—I thought he said 10 million, and I was afraid that wouldn't be quite enough time for us to balance the budget."

Rep. Cotton also had a few words to say about taxes. He said the heat is on and business men are writing letters "that fairly sizzle" because excess profits taxes were extended another six months and because the much-hated excise taxes will be continued a while. With reference to the latter tax Cotton says President Eisenhower also hates these taxes and wants them removed as soon as possible.

"The Ways and Means Committee are in open rebellion and many other members of Congress are in their corner," said Cotton. "As a matter of fact, most of us have expressed our opposition to these particular taxes and hate to appear to renege even for a brief period. It's a bitter pill to swallow."

(Continued on Page 38)

INDUSTRY SPOTLIGHT

The appointment of William N. Fooshee as plant manager of the Clyde, Ohio, plant of the Bendix Home Appliances division of Avco Manufacturing Corporation has been announced. He will replace B. E. Brennan.

The Timken Roller Bearing Co. has announced a series of promotions brought about by the retirement of J. A. Riley, secretary-treasurer. H. E. Markley, assistant secretary, has been elected secretary, and G. L. Deal, assistant treasurer, was named treasurer.

Winning the understanding of the American people is 1953's challenge to business management. Henry E. Ford, director of the development department of the DuPont Company told the Southeastern Conference of the Society for the Advancement of Management recently. He said management must "win the people away from the false economics taught and advocated in the last 20 years."

The first major overhaul of the Panama Canal since it was built forty years ago has begun with the installation of new motor controls for the locks. Together with repair of the lock culverts, they will shorten the time required to fill and empty lock chambers, stepping up traffic through the highly-overburdened canal. The controls are being built by the Federal Electric Products Co. of Newark, N. J.

The election of two new members to the board of directors of Revere Copper and Brass and three new vice presidents was announced recently. The new directors are Raymond P. Winberg and Louis G. Glesmann. Mr. Glesmann was also elected vice president in charge of manufacturing. The two other vice presidents named are J. D. Buckley, who becomes vice president at the New Bedford division, and Alexander N. Aird, who was named vice president at the Baltimore division.

Tax bills for transportation will rise before long and it is urgent that tax payers in all brackets have a sound understanding of the nation's vital transportation needs, says a recent issue of The York Report, published by the York Engineering & Construction Co. and York-Gillespie Manufacturing Co.

Both of the Navy's new aircraft carriers, the U.S.S. Forrestal and the U.S.S. Saratoga, will be air-conditioned throughout by the Carrier Corporation of Syracuse, N. Y.

Promotion of Henry S. Curtis to the post of manager of production and engineering of the Diamond Alkali Organic Chemicals division, was announced recently. He succeeds Charles H. Kolker.

Four new vice presidents were recently elected by the directors of Thor Power Tool Co., Aurora, Ill. They are J. A. Hill, vice president and sales manager; John A. McGuire, vice president in charge of labor relations; B. H. Johns, vice president in charge of rock drill sales, and W. B. Hunn, vice president in charge of the Los Angeles works.

Howard P. Eells, Jr., president of Basic Refractories, Cleveland, Ohio, was awarded an honorary Doctor of Laws degree during graduation exercises at the University of Nevada. Mr. Eells was the founder of Basic Magnesium, Inc., at Henderson, Nevada.

Construction of a multi-million dollar building project engineered specifically for the planning, creation and production of greeting cards will get underway in Kansas City, Mo., early this month. The plant will become the new general headquarters of Hallmark Cards.

The first "packaged" automatic control system to electrically monitor the operation of atomic piles and their related processes has been successfully designed, it was announced recently by the Minneapolis-Honeywell Regulator Co.

General Motors has announced modification of its pension program, effective June 1, providing an increase in monthly payments from \$1.50 to \$1.75 per month for each year of service up to 30 years. Maximum retirement benefits of \$137.50 per month, including Social Security, are provided under the modification.

Frank F. Kolbe, president of the United Electric Coal Co., Chicago, has been elected to the board of directors of Clark Equipment Co., according to announcement by George Spatta, president.

The W. A. Sheaffer Pen Co. recently announced three appointments to a new tool and die division to be known as Sheaffer Tool & Dies. A. A. Zuber, former superintendent, vice president and director of the Carver Pump Co. of Muscatine, Ia., was named general manager; Les Hall was appointed assistant to the general manager, and Ross Franklin was named designing engineer.

Engineering science could "restructure" jobs in industrial plants so that older workers could perform them efficiently, Prof. John W. McConnell of the New York State School of Industrial and Labor Relations at Cornell stated in a recent article in "Personnel" magazine.

Mr. K. C. Towe, president of American Cyanamid Co., presented his President's Safety Award, the highest safety honor in the company, to the Beachville Quarry of North American Cyanamid, Ltd. at Ingersoll, Canada, for its record of 990,000 manhours without a loss-time accident.

Rockwell Manufacturing Co. is transferring all of its gas industry instrument production from Pittsburgh to its Macnick division plant in Tulsa, Okla., it was announced recently by L. A. Dixon, Jr., vice president of the firm's Meter and Valve division.

A new and growing trend in the building field is the growing use of circuit breaker protection in small homes, bringing a new standard of safety and convenience to the average home owner, according to T. M. Cole, president of Federal Electric Products Co.

M. B. Terry has been appointed president of the American Brakeblok division of American Brake Shoe Co. He was formerly executive vice president of American Brakeblok.

R. B. Nichols, president and general manager of the Bantam Bearings division of The Torrington Co., South Bend, Ind., has been elected president of the Anti-Friction Bearing Manufacturer's Association.

Cooper Precision Products, a Los Angeles manufacturer of quality hex-head bolts for the aircraft industry, will become a wholly owned subsidiary of Standard Pressed Steel Co., Jenkintown, Pa. Both companies will continue to operate independently.



THE FOREMAN

By Stephan Cholewinski

*If I were a foreman, I'd learn to know
That my position has a chance to grow.
I'd try to understand those who work
And direct their efforts—so that none
would shirk.*

*If I were a foreman, I'd play the game,
Be as ready to praise, as I would to
blame.*

*I'd be sincere and just, and never a
snob,
And above all else, I'd be right on the
job.*

*If I were a foreman, I'd always lead—
I'd never drive—to attain more speed.
Workers are human, and humans must
love,
And there'll be a lot more work where
there is no shove.*

*If I were a foreman, this truth I'd
learn,
That I am the key to the whole concern,
And that the harmony of all depends
On the leadership of my working
friends.*



ARE YOU A FOREMAN?

By P. D. Gathings, Jr.

*Do you keep your job by what you
know*

*And the way you handle men,
Or just because of the sports you play
With important gentlemen?*

*Are you a Foreman, or do you just
wear the button?*

*Do you treat each worker as a man
That has a heart and soul?
For he has troubles and problems too,
And he may have a heart of gold.*

*Are you a Foreman or do you just
wear the button?*

*Do you tackle each problem as it arises
And settle it there and then,
After learning the facts, weighing both
sides,*

*Showing preference to no man?
Are you a Foreman or do you just wear
the button?*

*Are you the master of your own group
Getting respect and attention from all?
Are all your men eager and anxious too
To respond whenever you call?
Are you a Foreman or do you just wear
the button?*

**THERE CAN BE A DIFFERENCE YOU
KNOW!**

THE NIGHT FOREMAN

By Raymond L. Brandenstein

*If I were night foreman, this I would
know,
When the whistle blows, home I must
go.*

*I'd try new excuses—those that would
work,
So at dawn's early light, I'd hear not
"you jerk."*

*If I were night foreman, I'd still look
for game,
And hang out in the "places" to find the
same.*

*I'd be a neat little wolf, and never a
slob,
And tell my wife that it's part of the
job.*

*If I were night foreman, I'd always lead
A merry chase, with the greatest of
speed.*

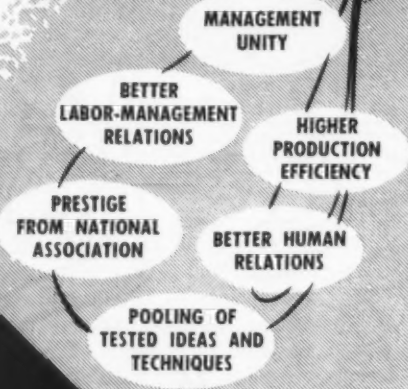
*Night bosses are human, and humans
must love,
And I suppose I'll land in the "clink"
with a shove.*

*If I were night foreman, I'd probably
learn*

*My private life is no one's concern,
And that the harmony of my home de-
pends*

On the silence of my closest friends.





How an NAF Club is born

Hello, I'm Bob Franklin, Personnel Manager for the Lighting Division of Sylvania Electric Products Inc. at Salem, Mass. Stick with me a few pages and you'll see just exactly how we started our Sylvania Lighting Foremen's Club, which is affiliated with The National Association of Foremen and has members from all five of our Lighting Division plants in the Salem vicinity...



1 When NAF Area Manager Ray Monsalvatge was officially notified of our interest in a Club, he went into a huddle with Dr. Bathurst and Bill Levy in Dayton.



2 Ray started putting together a file on "Sylvania Lighting Foremen's Club" and assembling printed data we would need.



3 Then Ray went in to chat with Frank J. Healy, right, Sylvania Vice President in charge of the Lighting Division, and Henry Callahan, General Manufacturing Manager for the Lighting Division.

5 Both our Jim...
our Jim...
inary that

Jim O'Brien, got...
atic superv...
ew words f...
NAF Direc...
Mass., Plan...

4 Another one of the NAF Area Manager's preliminary jobs was to get acquainted with the managers of our five different plants in the Salem vicinity. This is Paul Crowley, Plant Manager of Danvers Fluorescent Lamp Plant.



7 To create interest among the supervisors, a few copies of the NAF's MANAGE Magazine were made available in the lobbies and near the bulletin boards in our factories. The men eligible for our Foremen's Club got acquainted with the NAF that way.

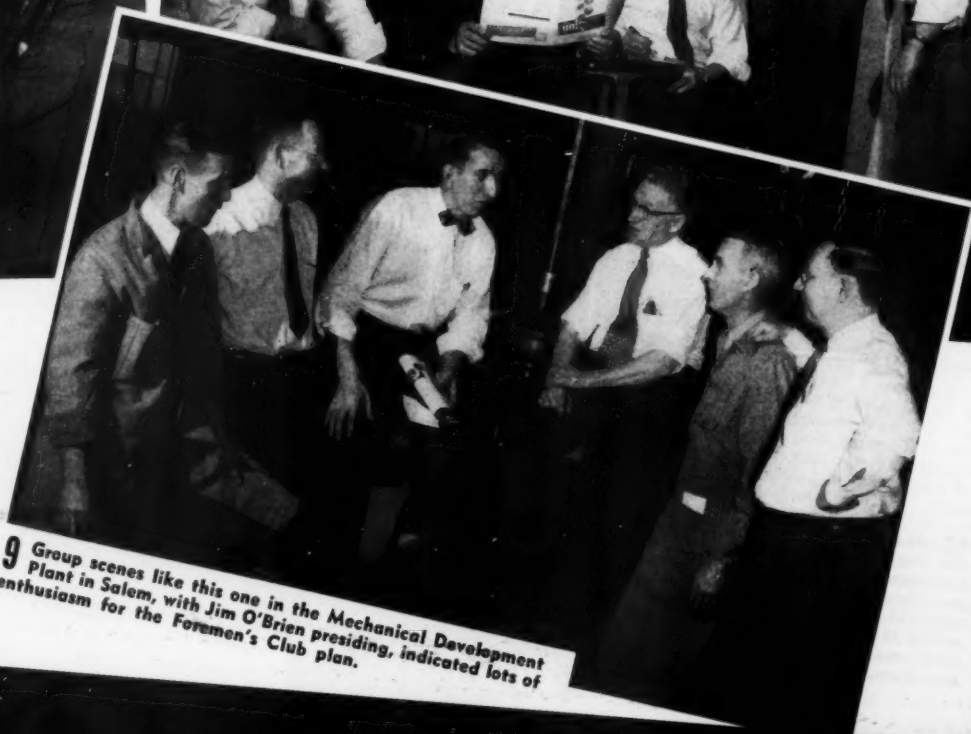
8 Committee chairmen were appointed in each of our five plants, and these chairmen held meetings to explain the projected Foremen's Club to eligible supervisors.



5 Both Ray and NAF Director Bruce Pray gave our Jim O'Brien a lot of assistance in the preliminary that went into the club organization.



Jim O'Brien, our temporary Chairman, got some of the more enthusiastic supervisors together to hear a few words from Ray and Bruce Pray, NAF Director from our Woburn, Mass., Plant.



9 Group scenes like this one in the Mechanical Development Plant in Salem, with Jim O'Brien presiding, indicated lots of enthusiasm for the Foremen's Club plan.



10 Special notices of the development progress of the Sylva Lighting Foremen's Club went out through the mail . . .



11 And there were notices on the bulletin boards about how plans for the Club were coming.

12 Just before the "organization meeting" at the Hawthorne Hotel, the temporary committee made a drive to sign up eligible members . . . like John Marino and John Holland above. Everybody in a supervisory capacity was eligible, and the Club received swell response from all levels.

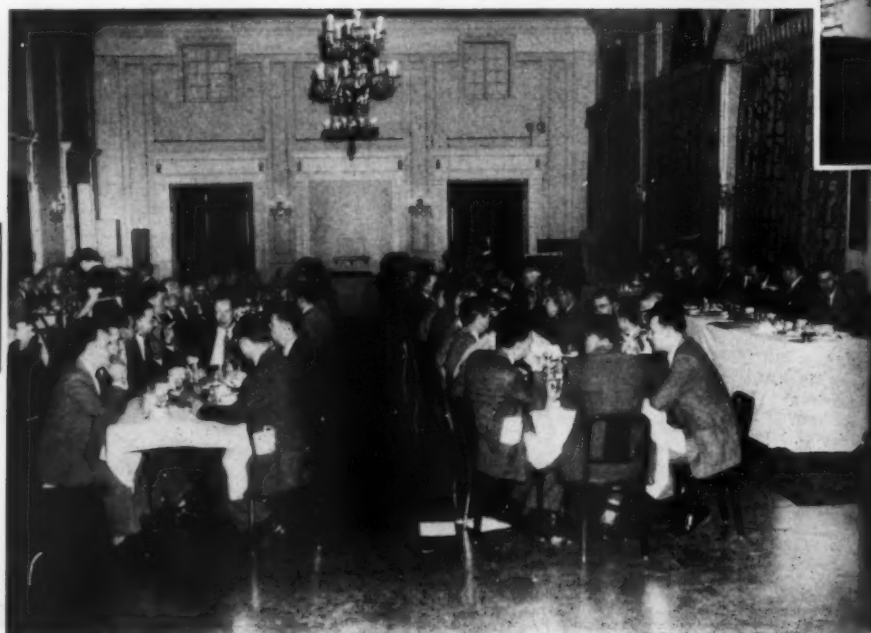


14 Representing the NAF Board of Directors, Bruce Pray brought them best wishes and some fatherly advice on how to get the most out of a management club.

13 Then came the night of the special meeting at the hotel—with Chairman Jim O'Brien presiding.



15 About 160 supervisors attended the organization meeting. Henry Callahan, our general Manufacturing Manager, represented top management, since Mr. Healy had been called to New York, but Henry sat back and the supervisors ran their own show.



20 The
ing
charter
on me

16 NAF Area Manager Monsalvatge did a whale of a good job delivering a stem-winding address on teamwork between all levels of management.



18 Our first Club President, Eldon Tufts, has done a swell job of presiding ever since his election.



19 The first officers of Sylvania Lighting Foremen's Club are elected—then lined up to be shot—by the photographer.



17 Everybody in favor of affiliating with the NAF, raise your right hand.



20 Then at the next monthly meeting, when our Club received its charter from the NAF, the boys called on me to say a few words.



21 NAF Director Bruce Pray presented the official charter to President Tufts, who represented our Foremen's Club.

22 And that is about the story of how our club came into being. The boys really feel a part of the NAF now, and members like Ray Tremblay, Ipswich Plant, are receiving MANAGE Magazine and the NAF library books they order through the mail now. Our Club is really going places in the NAF . . . just watch out for us New Englanders, you national award winners out West and down South!

Management on Review



\$500 FOR AN ESSAY IN 90 MINUTES—Donald Nierlich, Santa Monica high school senior and winner of the Douglas Aircraft of Santa Monica Management Club's \$100 scholarship, walked off with the Zone A scholarship award of \$500. He will attend the California Institute of Technology. Others in the photo are, left to right, Edward O. Seits, NAF president; Charles Saygol, chairman of the Zone A scholarship committee, and William Meek, NAF Zone A vice president.

* * *



KITCHEN FOREMEN—A group of members of the Clark Transmission Supervisor's Club of Jackson, Michigan, are pictured as they prepared fried chicken dinners for a recent club meeting. It's reported that they even ate their own cooking.

ZONE A SCHOLARSHIP AWARD

Los Angeles, Calif.—Even the scholarship award programs of NAF industries in this area are getting to be supersonic.

From start to finish, the Zone A scholarship award contest took only four hours, according to Charles Saygol, Hughes Aircraft, chairman. At 9 a.m. ten winners of NAF club scholarship programs made their choices of an essay subject from a list of four, and each contestant wrote his essay by 10:30 a.m.

In the meantime, three college professor judges were hard at work studying the high school transcripts and school activities records of all ten contestants. Immediately after the completion of the essay writing, at 10:30, all contestants were interviewed by the judges. By 1 p.m. the essays were graded and the winner selected. (The essays were graded on organization, thought content, clearness, freedom from mistakes in English, and legibility.) The winner of the Zone A \$500 scholarship award was announced immediately following the 1 p.m. luncheon and the winner was presented with the check.

Mr. Saygol announced that Zone A NAF clubs had thus far in 1953 given 22 college scholarship awards, totaling \$5,300.

SAFETY COUNCIL AWARDS

Charles City, Ia.—Awards were presented recently to seven young winners in the Iowa Safety Council essay contest at an Oliver Management Club meeting. This was a state-wide contest open to children whose parents are employed in Iowa industries. The essays were on the subject "Why My Father Should Work Safely." Of the 100 awards presented throughout the state, seven went to children of Oliver's Charles City plant employees. Awards were presented by E. D. Kroft, personnel director of the Oliver plant. These young people and their parents were guests at the Oliver Management Club dinner and meeting.

F. R. Esser

MANAGE July 1953

STUHLBREHER SPEAKS TO TRI-COUNTY CLUB

Parkersburg, W. Va.—The Tri-County Management Club recorded its largest attendance in history recently when Harry Stuhldreher, former Notre Dame football great, addressed 202 club members as Parkersburg Rig and Reel night was celebrated at the Elks Club.

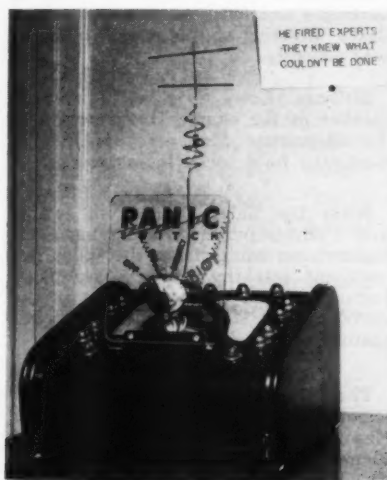
Stuhldreher, better known as the field general for the fabulous "Four Horsemen," is now a member of "Big Steel," the United States Steel Corporation, and it was in this capacity that he spoke on "Teamwork in Industry."

Carefully weaving tales of his football days into the talk, Stuhldreher emphasized the need for close harmony between the varied industries. He pointed out that teamwork was the paramount reason why the "Four Horsemen" achieved such success.

Still talking in a lighter vein, the famous athlete told of how the "Four Horsemen" came into being. Other examples were given explaining why the "Horsemen" had such a success as a team.

Jumping from the lighter vein to something more serious, Stuhldreher discussed the current problems that are associated with youth. "There would be no juvenile delinquency if more attention were given to the younger generation by the older people. The influence of coaches on these youngsters cannot be overestimated."

James B. Snyder



CONVAIR PANIC SWITCH!—Two top production men at Convaire, San Diego, dreamed up this voice-testing contraption. Al Higgins and Scotty Doig keep this machine handy so when anybody gets to shouting hysterically, on goes the switch and the red, green, blue and yellow buttons light up. If the hysteria increases, either Higgins or Doig turns the switch to "EMERGENCY." Then lights blink in rotation, bells ring, antennae quivers, etc. In "RIOT" position, a horn honks along with the other noises. (It is said to reduce a hysterical shout to a frustrated murmur.)

APEX production aids

#3

Friction Chucks, Stud Setters, Collets, Tap Driving Sockets

Here is a comprehensive line of production tools for tapping, stud setting and nut running. Available in a wide range of types and capacities, each tool is carefully engineered and precision built to insure long, trouble-free service.



FRICTION CHUCKS

Available in Morse Taper and Quick-Change types, and with Hex or Female Square Drive, with Hex Opening. Positive Drive Chucks, and Vertical Float Chucks, with Positive or Friction Drive, are also offered.

SOCKETS FOR TAP DRIVING



For retapping or cleaning damaged or plugged tapped holes. For standard taps, Hex or Female Square Drive.

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WRITE FOR APEX CATALOG 114

APEX TOOLS

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DOUGLAS CLUBS FLY TO AREA MEETING

El Segundo, Calif.—Using the Douglas Company's latest experimental version of the renowned DC-3 transport, the new Super DC-3, the Douglas delegation to the Zone A Coordinating Council meeting in San Diego was the largest to attend the meeting from any one corporation. This delegation, 33 strong, outnumbered even that from the host clubs in the San Diego area.

The group made up of 17 members from the El Segundo Management Club and 16 from that of Santa Monica included the majority of the boards of directors of the two clubs as well as most of the active members of the various committees.

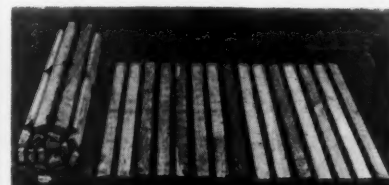
T. D. MacGregor

"HOUSE OF MAGIC"

Watertown, New York—General Electric's "House of Magic" was recently presented by the Foremen's Club of the New York Air Brake Co. for all company employees and also for local junior and senior high schools.

Now entering its nineteenth season, the "House of Magic" demonstrates the out-of-the-ordinary aspects of science to give the effect of magic. Each act illustrates in some way a scientific principle that is used by the General Electric Company.

D. J. Nelson



THE RIGHT FLOOR MATTING TO INCREASE PRODUCTION

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1953

Foremen's Club of Columbus Sets New Training Record

Columbus, Ohio—936 NAF management men have completed 8552 hours of training in the self-development educational courses offered by the Foremen's Club of Columbus, Inc. during the 1952-53 season which closed yesterday. These figures were announced by Mr. Lee McDaniels, chief clerk, Columbus Bolt & Forging Co., who served as educational director for the club this past year.

This record is an all time high and represents a 75% increase in training hours over last year's program.

The educational program of the Foremen's Club of Columbus is recognized by the National Association of Foremen as one of the most extensive training programs among all its 326 affiliated clubs having a total membership of 58,000 members throughout the United States.

This year's program offered 39 different courses led by outstanding instructors from Columbus industry and educational institutions. Typical courses offered were NAF Code of Ethics, Ele-

ments of Supervision, Conference Leadership, Work Simplification, Economics, Commercial Law, Basic Metallurgy, Cost Control, Quality Control, Supervisor's Responsibilities, Industrial Relations, Communications, First Aid Instructor's Training, etc. These courses were held in the club training rooms and in various conference rooms and shops of member companies.

Assisting Lee McDaniels on the educational committee were Herbert Reel, personnel director, Columbus Bolt & Forging Co.; Henry H. Vaughn, general foreman, North American Aviation, Inc.; Roy U. Fry, chief inspector, Columbus Auto Parts Co.; Theodore O. Jenney, supervisor of plant employment and training, Ohio Bell Telephone Co.; Richard O. Knight, director of industrial education, Columbus Public Schools; Louie Levengood, personnel director, Ranco Inc.; Gordon A. Olson, supervisor of quality standards, Ternstedt Div., GMC, and Byrl R. Shoemaker, assistant supervisor of trades and industrial education, State of Ohio.



IN SUMMER THE THOUGHTS OF "YOUNG" FOREMEN turn to suntans and bathing suits and naturally to bathing beauties. The gorgeous young miss pictured above is one good reason why the beaches are so crowded on Sundays.

NAF *in Action*

Roger S. Clark, of Albany, N. Y., a junior at the University of Miami, is the recipient of the annual \$500 scholarship presented a worthy student by the Pan American World Airways Management Club.

The Avco Management Club at Crosley's Nashville plant was recently host to thousands of visitors as the club sponsored Open House as part of their community relations program.

Another laudable community relations project was the presentation of a television set to the Louisiana State School for the Deaf by the Ethyl Management Club of Baton Rouge.

Glen Massman, executive secretary of the Foreman's Club, Dayton, was the principal speaker at a recent dinner meeting of the Stacey Brothers Division Management Club of the Dresser-Stacey Co., Cincinnati.

The 6th annual scholarship awards of the Foremen's Club of Columbus were presented to the winners, Phillip L. Carlmille and William Lockard, at the club's "Election and Scholarship Night" held recently.

William Levy was the principal speaker at the charter presentation of the Magnavox Management Club of Kentucky held recently in Paducah.

What the Sales Department wants from Plant Supervision and what Plant Supervision wants from the Sales Department was the subject of a panel discussion at a recent meeting of the Carborundum Management Club in Niagara Falls, N. Y.

The Spang Chalfant Supervisors' Association of Ambridge devoted their May 20 meeting to a tour of the Buhl Planetarium, where they saw the Science Fair exhibits, the Microzoo demonstration and the sky show entitled "Scouting the Skies."

Three \$300 scholarships—one each to Georgia Tech, Emory University and Southern Tech—are being awarded by the Lockheed Management Club of Georgia at Marietta.

A "Stop the Clock" program was the featured entertainment at the "Ladies Night" of the Foremen's Club of the American Brass Co., Buffalo, N. Y.

MANAGE July 1953

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MANAGE WRITER IN COLLIER'S

Denver, Colo.—Joe Penfold, author of "All Outdoors" in MANAGE every month, was the "J. W. Penfold" who was featured in a full-page photo in the front of Colliers' magazine the first week in April. Penfold, with the Izaak Walton League, had assisted a Colliers' writer with an article on how the federal government's lands are being sold for virtually nothing in the West.

Ready For Promotion?

In these busy days needs for supervisory talent change quickly. You've had your eye on the next step up for some time, but if it should come next week, next month or next year, are you ready?

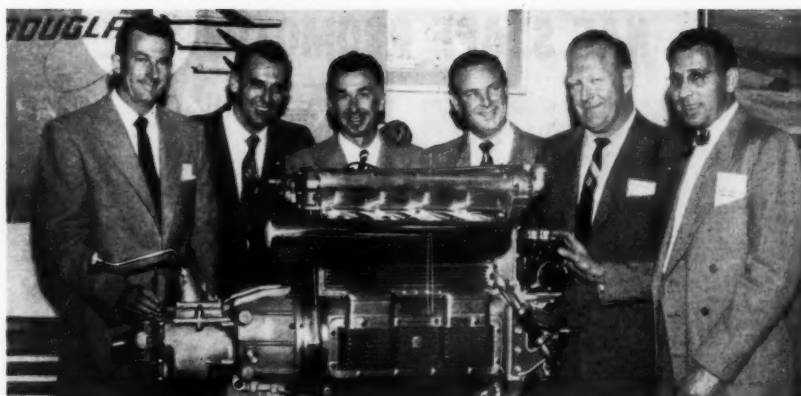
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Louis S. Vosburgh, President

J. Francis Carle, M.A.,
Educational Director



THE OFFENHAUSER RACING ENGINE was the center of attraction at a recent meeting of the Douglas Management Club of Santa Monica which featured "The Inside of Auto Racing." Pictured with the engine are, left to right, race drivers Sam Hanks, Johnny Mantz, Henry Banks, and Duke Nalon, Joe Haubold of Douglas Management Club, and George Salih, chief test engineer of the Offenhauser racing engine.



ARMED FORCES DAY GUESTS at the Solar Management Club of San Diego were, left to right, Phillip M. Klauber, assistant to the president of Solar Aircraft; Rear Admiral Thorton C. Miller, CHC, USN; Major General Christian F. Schilt, USMC; Major General O. P. Smith, USMC; E. G. Rippier, club president; Rear Admiral George R. Henderson, USN; Brigadier General William J. Whaling, USMC, and Brigadier General Lewis B. Puller, USMC.



STOPPING TO POSE FOR THE PHOTOGRAPHER after a recent Liquid Carbonic Corporation Management Club meeting in Chicago recently are, left to right, Vincent J. Linn, NAF area manager; Ed Kolk, the club's newly-elected president; E. O. Seits, NAF president; John Heerdt, NAF zone vice president, and Chester Zborowski, the club's 1952-1953 program chairman.

NAF STAFF PROMOTIONS



DR. WILLIAM LEVY, NAF General Manager, will become Executive Director of Management Development on August 1. The post is newly-created to handle the administration of the NAF's new Management Development program.



RAYMOND F. MONSALVATGE, NAF Area Manager, will become Senior Area Manager on August 1. He will coordinate the activities of all NAF Area Managers and will devote considerable time to new club promotion.

New Books Available In NAF Traveling Library

"Book-love, my friends, is your pass to the greatest, the purest and the most perfect pleasure that God has prepared for His creatures.

It lasts when all other pleasures fade

It will support you when all other recreations are gone

It will last until your death

It will make your hours pleasant to you as long as you live."

Anthony Trollope

Since our Book Guide was issued, we have secured a number of new books on various subjects of interest to management men. Rather than wait until another Book Guide is printed, we are listing them in *MANAGE* Magazine and suggest that you clip out this list and order the book from the library tomorrow.

The procedure is very simple. You merely ask for the book by catalogue number by mailing a postcard or letter to NAF, 321 West First Street, Dayton 2, Ohio. The book will be sent to your home. You may keep it for 60 days at no charge, then place it back in the container in which it came and send it back to our Home Office.

PSYCHOLOGY OF INDUSTRIAL RELATIONS—C. H. Lawshe, 1953—F-359

The book is directed specifically at industrial people in supervisory and managerial ranks who can profit immensely from a knowledge of what the field has to offer, but who have been unable to obtain this information because only technical psychology books were available.

EXECUTIVE DEVELOPMENT—John W. Riegel, 1952—A-360

Executives who are responsible for selecting key men, and for guiding and assisting their development, will find this book a source of many helpful suggestions. It discusses the subject comprehensively, on the basis of the experience of the fifty leading firms included in the author's survey.

HOW TO CONTROL PRODUCTION COSTS—Phil Carroll, 1953—J-361

Men in the management group outside of accounting, as well as accountants, will find this a practical explanation of costs—an understandable guide in the fight to keep cost down and product quality up.

THE MILLION DOLLAR LECTURE—Erwin Haskell Schell, 1952—A-362

Here, in the lecture and in the friendly and intimate letters, is a full discussion of the resources upon which an ambitious youth may draw in forging a successful career of accomplishment.

(Continued on Page 38)

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COAST to COAST
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Regularly scheduled daily Sky Tourist flights between New York, Chicago, St. Louis, Los Angeles and San Francisco and other cities. Sky Tourist, New York to London, only \$275!

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ACROSS THE U.S. AND OVERSEAS... **FLY TWA**
TRANS WORLD AIRLINES

Ten Little Workers

•••••
Ten little workers, feeling fit and fine,
One smoked in the solvent room,
Then there were nine!

•••••
Nine little workers, thought they'd be late,
One cut through the railroad yards,
Then there were eight!

•••••
Eight little workers, looking up to Heaven,
One fell down an elevator shaft,
Then there were seven!

•••••
Seven little workers, putting in hard licks,
One mixed booze with gas,
Then there were six!

•••••
Six little workers, glad to be alive,
One forgot his goggles,
Then there were five!

•••••
Five little workers, standing near the door,
One thought a wire was "dead,"
Then there were four!

•••••
Four little workers, one scratched his knee,
Didn't go for First Aid,
Then there were three!

•••••
Three little workers, with nothing much to do,
One indulged in horseplay,
Then there were two!

•••
Two little workers, took stairways on the run,
One missed his footing,
Then there was one!

•
One little worker, thought of the other nine,
Began to practice Safety,
Now he's doing fine!

MANAGE July 1953

LETTERS TO THE EDITOR

CONTEST POPULAR

To the Editor:

"Truth is stranger than fiction." I certainly was surprised when I received your letter saying I was a winner in the March "How Would You Have Solved This?" supervisory problem contest, and I want to thank you for the check and citation.

I find MANAGE an interesting magazine. All of the foremen in our department read your magazine and their favorite column is "How Would You Have Solved This?"

I wish you and your magazine the best of success in the future.

John Cole
20242 Terrell Street
Detroit, Michigan

Ed—We always appreciate letters dealing with specific columns in MANAGE. This is the only way we have of knowing whether or not they are read, for if they are not read, why have them. Thanks to you, Mr. Cole, and to the other supervisors in your department for deeming this column your favorite. We hope that you will encourage others to read it and enter their solutions.

SHORTER ARTICLES

To the Editor:

For some reason or another, it is a rare day when I drop a note to a magazine or newspaper.

I will be the first to admit I am a very lazy reader and also have a limited amount of time to read. Therefore, when I run into articles as found in your May issue of MANAGE that are short (on the "Reader's Digest" idea) and yet cover the idea very nicely, I am thankful for it.

I should like to say keep it up and make them just as short as you possibly can and yet cover the message—if you can deliver messages to us busy management men in this manner you will be performing a great service.

S. C. Ostrum
Sylvania Electric Products, Inc.
Emporium, Pennsylvania

FEMININE COMMENT

To the Editor:

Since becoming a member of the Lockheed Management Club several months ago, and in conjunction, receiving MANAGE, I felt the least I could do is thumb through the publication. Being a female secretary I must admit I felt somewhat impressed at being on the mailing list for the "Magazine of Management Men of America." None-

theless, I have been quite interested in some of the articles, editorials, etc., but the article by William Levy in the May issue, "We Can't All be President!", I thought was exceptionally fine. When I called it to the attention of my supervision, they concurred with me that it was a stimulating article and had me route it to Management Club members in our section.

Helen Elder
1362A Highland Avenue
Glendale 2, Calif.

ED—We do not often receive letters from "lady managers" so we really appreciate hearing from you, Miss Elder. MANAGE has always been—whether good or not—a masculine magazine. It is gratifying to know that our articles are also appropriate for women in management.

Send A Copy of MANAGE To Your Friends in Management WITHOUT CHARGE

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Please send a free copy of MANAGE Magazine with my compliments to the persons listed below:

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How would



YOU

have solved this?



NOTE: In order to be considered for cash awards and the certificates of special citation, all solutions to the "How Would You Have Solved This" supervisory problem must be postmarked not later than July 28, 1953. Address your solutions of no more than 500 words to Editor, **MANAGE**, 321 W. First Street, Dayton 2, Ohio.

HERE IS THE SUPERVISORY PROBLEM FOR JULY

The Brown City Manufacturing Company many years ago set up a merit system in regard to periodical pay raises for its employees. Under this system, each July and January the supervisor reviews his employees' work records for the preceding six months and recommends increases for those who have shown through performance that they merit such increases.

In many departments, the supervisors have over the years adjusted the system themselves until now it provides automatic pay raises bi-yearly. This means that in some departments poor workers (but not poor enough for dismissal) get raises, while in other departments, which stick to the letter of law, poor workers get no increase. It also means that despite a better performance, the conscientious employee is often no better off than the one who just slides through.

The head of the wage and salary department of Brown City Manufacturing, realizing this inequality, brought it to the attention of top management whose members are agreed that the system needs re-vamping to rectify the wrong.

Now the question has come up as to how the inequality can be erased. Many supervisors, when called upon by top management

for their opinion, stated that they believe that automatic raises for all should be instituted as policy. They insist that such raises would be an incentive for all to do better work. They also fear that if the old system is strictly adhered to, some employees will inevitably cry discrimination and the quality of their work will suffer because of a "what's-the-use" attitude.

On the other hand, many other department heads want to stay with the merit system believing it also provides incentive to do better.

The question has also been raised as to whether the departmental supervisors are qualified to judge the merits of their employees because of the element of prejudice. "Hear Sam Jones gave his secretary a raise. My girl Jane is pretty lazy but she's worth two of Sam's girl," or "After all, if Joe Doakes gave some of his machinists raises, I certainly ought to give all my draftsmen more money. My department is so much more important than his."

As a result of these many pro and con opinions solicited from supervisors all over the plant, top management can see advantages and disadvantages to both systems and certainly no uniformity in opinions.

If you were a member of top management of Brown City Manufacturing, which plan would you

suggest and why? Who do you think should institute these raises—the immediate supervisor or perhaps the wage and salary department?

Here Was the June Supervisory Problem

George Jaxon, foreman of the sheet metal department of the Ajax Manufacturing Company, is beginning to wonder if he has what it takes to be a member of management. He was appointed to his job about a year ago, after fifteen years of service in the department. Thirty-eight years old, George is a graduate of one of the best technical schools in the country. He is a big fellow (6-foot-2, 210 pounds), but he has had a shrill voice since a siege of scarlet fever when he was twenty.

George takes a lot of kidding from the 140 men who work under him, and they call him "Georgette" because of his almost-feminine voice. He has become so self-conscious about his voice that he doesn't speak to the men unless he absolutely has to do so. He spends most of his time in his office, doing paper work.

Some days the department seems to be completely out of control, with production falling down. The men indulge in a lot of horseplay, and on one occasion the plant manager found ten of them engaged in a poker game when they were supposed to be working. The men were suspended from work for one week each, and the manager gave George a good bawling out. George has never told his boss, the plant manager, what the real trouble is.

The Ajax Company executives find that George's paper work is by far the best turned in, and his recommendations for more efficient plant operations have accounted for about \$1,000,000 in savings to the company during the past year. When the vice president in charge of production called the plant manager's attention to the unstable production of George's department recently, the manager explained it with, "George has the roughest bunch of boys to handle in the company. They try to cause all the trouble they can."

George knows what the trouble is and he worries about it a lot. He knows he had better do something, and quick, but what? How would you advise George?

JUNE WINNERS

Following are the best "solutions" to the supervisory problem of the June issue. The men who wrote them have received checks for \$10.00 each and a handsome two-color Merit Award certificate for framing.

Medical Assistance

By J. R. Osterlind, Consolidated Vultee Aircraft Corp., San Diego, Calif.

George's problem could be resolved into two approaches. First, what could be done by himself on an individual basis and thereby attain a possible solution without further attention; and second, as an alternative try to reach a solution with the assistance of his supervisor.

Using the first approach, he might consult a doctor specializing in throat problems for some suggestions. It is conceivable that certain exercises may be developed to attain better control of his voice.

It is obvious that such an approach will not solve the problem overnight; however, over a period of time, and, assuming that a change could be effected, he would have the personal satisfaction of overcoming his own problem. He would also, very probably, gain a greater respect from his workers for his accomplishment.

In the interim of his training, he must try to overcome his hesitancy in taking an active day-to-day leadership in his department for unconsciously his mere avoidance of his men serves as fuel to encourage his antagonizers.

As an alternative to the above, he might confide in his supervisor and jointly work out some solution. Having technical training and seasoned experience, it is very probable that his talents could be used to advantage in some other phase of the company's operation. He undoubtedly could serve equally well in a technical capacity where he would be in contact with a smaller group who might be more understanding of his handicap.

Build Self-Confidence

By Harry Hansen, American Airlines, Inc., Tulsa, Okla.

George Jaxon must first of all get his problem off his chest and talk to someone in whom he has confidence. I would suggest two people—his wife and his boss. His wife I'm sure will be glad to listen and make suggestions. The plant manager also will be interested in helping because he wants to improve the discipline and production of the department.

As confidence is the main thing needed by George, his superior should praise his past record, especially his recommendations which have saved the company \$1,000,000 in the past year.

It should be explained to George that

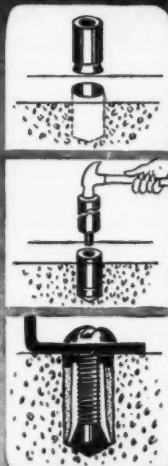
ARRO MACHINE SCREW EXPANSION ANCHORS



Drill hole and place tapered end in hole.

Drive lead sleeve in place with setting tool and hammer.

Install work and fasten with standard machine screw.



ARRO Machine Screw EXPANSION ANCHORS are easy to install and provide a dependable anchorage for the work in brick, concrete and other solid materials. Yet, the work can be dismantled and reassembled at will without destroying effective anchorage. Typical ARRO quality includes: sturdy construction, best materials obtainable, expert workmanship, long life service. In sizes from 6-32 screws to 1/2" bolts inc.

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other people have had such a problem and overcome it. Suggest that he attend a public speaking course or attend a speech clinic. Get his speaking built up so that he will have confidence in himself, especially before groups. Help build his personality. Get rid of the inferiority complex. This will not be easy but it can be worked out by spending more time with the men in the shop. Once he learns to take an interest in his men, both his personal problem and that of their insubordination will be solved.

Personality Rehabilitation

By J. E. Schwertfeger, American Car & Foundry, New York, N. Y.

Obviously George Jaxon's problem stems from a personality problem which many men have had to overcome—self-consciousness.

The men cannot be called down for their behind-the-scenes snickering or their lackadaisical attitude toward their job, since it is quite apparent George is shirking his duties with respect to his subordinates. He is depriving them of his leadership and guidance.

The only solution for George is to accept his impediment rather than trying to hide behind it. It will take a lot of courage on his part, but the results will be rewarding.

His sincere efforts in trying to overcome his speech problem by carrying it into the open will be recognized by the men eventually. He can strengthen his association with his staff gradually and gain their respect by the mere fact of his own confidence—impediment or not. From there, it will be relatively easy for George to talk and mingle with his men. As his cordial relationship with his men increases, his problem will be diminishing, production will increase and his problem will be solved.

HONORABLE MENTION—D. R.

Barnes, South San Francisco, California; Jack E. Croskey, Miamisburg, Ohio; Ruth Grace Glover, Terre Haute, Indiana; Joseph G. Jamison, Hialeah, Florida; Bernard J. Macker, Fitchburg, Massachusetts; Mary S. Murasko, Mansfield, Ohio.

The temperance society members rushed to the bedside of the ninety-six-year-old man who was reputed never to have touched liquor. They were getting a statement from him, when in the next room they heard a crash; furniture was knocked over; then there was a dull thud.

"That's Paw," apologized the nonagenarian. "He's drunk again."

Passer-by: "What luck have you had in looking for an honest man?"

Diogenes: "Oh, pretty fair. I still have my lantern."

BY JOE PENFOLD



Fishing season is in full swing. Reports are coming in from all over saying that fishing is swell. Bob Elliott, State of Maine, exults, "guides, game wardens, camp proprietors and sportsmen all seem to agree that this not only is one of the 'hottest' fishing seasons to date, but that fish caught offer conclusive proof that Maine, fortunately and obviously, is one of the last strongholds of top sport fishing in this country today."

Bob goes on, "Bass, which may be fished for with flies the first 20 days of June in most parts of the state have started hitting with reckless abandon. Atlantic salmon have come faster than ever before. Landlocked salmon, brown trout and togue are still hitting savagely. White perch, pickerel and all other species are taking unusually well. A togue of 14½ lbs. . . 13 Atlantic salmon from the Narraguagus River in one day . . . a 17 pounder at the Dennys river . . . a six pound three ounce small mouth from Mesalonskee Lake . . . a 16 pound eight ounce brown from Sebago Lake." Now really Bob, that sounds just a wee bit like bragging about the State of Maine!

But, he concludes, "Yet, it isn't the fish, it's the spirit of fishing for sport and not the table that is the most encouraging news out of Maine, or anywhere else this Spring. Such devotees of 'putting them back alive' point out that golfers don't eat golf balls—and they still have fun."

Dr. R. W. Eschmeyer, "Rube" to his cronies, executive vice-president of the Sport Fishing Institute,

had some things to say about how we're doing in fish management around the country. Rube gives the unending argument among sportsmen about how to manage fish for the great progress made in recent years. He says we argued so much among ourselves and with anyone who would listen, we were constantly fighting with each other and state game and fish departments, that they finally had to, in self protection, hire biologists, institute research programs, and so began to find some of the answers to better fishing. And fishing generally, when we compare modern day pressure with that of a couple decades ago, is better.



WHAT A FISH!—Here atop two other beauties is the 19-pounder caught by the lucky Colorado fisherman. The 16-inch trout certainly is puny by comparison.

Denver Post Photo

Rube lists a few "do's" for the modern day sportsman, and they're worth considering and acting upon.

1. Be sure you have a modern, progressive state fish conservation set-up, then back it to the limit and accept its judgement.
2. Insist that fish conservation be kept out of party politics.
3. Insist that the matter of making regulations be turned over to the fish and game division (or conservation department) and be taken away from state legislatures.
4. Where legislatures still make the regulations, insist that they follow the advice of the fishery personnel.
5. Insist that the state fish and game unit have effective research and education programs.
6. Help on those aspects of the program which are too big for the fish set-ups to handle, such as our siltation and pollution problems.
7. Organized sportsmen's groups should conduct an active educational program among their own members. These groups can play their role well only if they are kept up on developments.

Ever heard of Izaak Walton? Ever read his book, *The Compleat Angler*? Answer likely would be

yes to the first, no to the second. Its just three hundred years since *The Compleat Angler* was published. And after three hundred years, it's just as live and active a piece of reading a fisherman can undertake. There's a new edition just out. While there have been well over 200 editions since the first, this is the first revised edition.

The reviser is Eugene Burns, of San Francisco, one of America's most noted outdoor writers and a superb and inveterate fisherman. Long a student of Izaak Walton, he has done a remarkably restrained job in revising the work. He has left out some of the lengthy passages which are tedious for the modern reader, has re-punctuated to permit easier reading, but has left out nothing essential to enjoyment of the book. Price is \$3.50, the publisher, Stackpole.

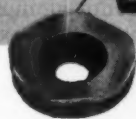
Note the photo of the lovely trout and the lovely. The big one, a brown, tipped the scales at 19 pounds 8½ ounces, was 32½ inches long. Some trout, we'd say. But a story goes along with it, too.

A Colorado fisherman was working the Animas River, below the town of Durango, southwest corner of the state. The river was high and fairly roily, so he was using a worm headed by a spinner. He'd caught several average trout and was playing a brown of about 16 inches. He had it almost close enough to net, when a mammoth brown surfaced and made off with the little fellow, hook, line and sinker. The fisherman re-rigged and cast some more into the same pool, and shortly hooked a big fish, played him for an hour and landed him—the 19 pounder pictured. No sign of hook, leader, spinner or small (if you call a 16 incher small) trout. So thinks he, there were two monster trout in that pool. He's not telling which pool it is. And you can bet on that!

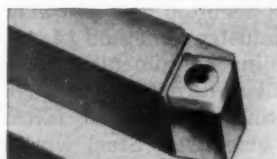
Understand some fisherman snagged a lake trout in Lake Superior last month that exceeded 73 pounds in weight, a new world record!

If any of you readers have good fish stories, with photographs—we hope about normal size fish such as I catch—it would sure boost my morale if you'd shoot 'em in to me.

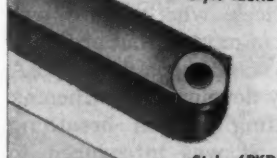
MANAGE July 1953



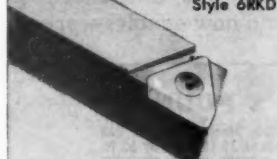
THROW THEM AWAY .. and Save Money



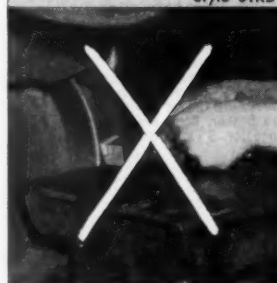
Style 12SKD



Style 6RKD



Style 6TKD



Regrinding of carbide tools—even the best—consumes time and money. It can be a major item in over-all tooling costs. But—there's a way to eliminate this expense entirely on many jobs. Here's how.

The "Kendex" tool needs no regrinding! It has an indexable insert that can be discarded when all its multiple cutting edges become dull.

By the time replacement is required (at slight cost compared to that of regrinds), the insert has already paid for itself by increased productivity, and to discard it is economical practice.

Kendex tools are available in three styles—with round, square, or triangular inserts—as illustrated, and in a range of shank sizes—½" to 1" square.

Perhaps you have jobs on which standard Kendex tools will be suitable—or you may be able to use the standard inserts in conjunction with present tooling. If you desire, one of our Tool Engineers will be glad to assist in working out suitable applications of the "Kendex" principle to your specific machining problems. Kennametal Inc., Latrobe, Pa.

*KENDEX®

KENNAMETAL

CEMENTED CARBIDE TOOLING
THAT INCREASES PRODUCTIVITY



SAFETY AS A CRUSADE

(Continued from Page 7)

Plant facilities had to be enlarged, new plants acquired, a larger sales force employed. The company never lost sight of the fact that it had been founded by men who were familiar with safety problems. Each new MSA representative is always given a complete factory indoctrination in as wide a spread of industries as had been practical. Each new man going to the field has been made a "safety engineer."

But the men in the field have only been able to do as much as the equipment allows. So primary consideration has been given to the development of new products and to the bettering of the old and tried.

Deike and Ryan, working with Thomas Edison, introduced what Edison later called his "most humanitarian invention"—the electric cap lamp for underground miners. Before the Edison lamp was introduced into mines, explosions of methane gas and coal dust ignited by open flame miners' lamps were the number one cause of mine disasters. Today, the number of mine explosions caused by these conditions is the lowest ever recorded. Last year there were none.

If there is a new industrial or mine safety problem anywhere in the world, MSA engineers are

among the first on the scene to begin studies for a remedy. There are some 150 MSA men in the field contacting American mines and industries at all times. These men keep the home office posted on what modifications might improve MSA equipment, what new equipment can be used, and what new safety or rescue problems are challenging MSA research facilities.

NOW TO THE FARMS

Accidents on the farm are the most recent foes of MSA scientists and engineers. The mounting number of deaths, accidents and toxic spray poisonings in farm operations offered them a distinct challenge. As a forerunner of marketing special equipment for farm use, however, the big job is the promotion of farm safety. MSA preaches safety to farmers and for groups via the printed word and special lectures.

It has not been too long ago that the steel industry's method of repairing cooling equipment around the top of blast furnaces presented an interesting problem to MSA laboratory scientists. Steel workers were laboring on top of hot blast furnaces, where there was such a lack of oxygen that ordinary breathing was impossible. MSA had already developed the Chemox self-generating oxygen breathing apparatus. It was introduced to steel men and now enables workers

to do the cooling coil repair jobs safer, more comfortably—and in one half the time previously required.

"SNIFFERS" PREVENT EXPLOSIONS

MSA has perfected mechanical "sniffers" which take all the guesswork out of protecting some of the country's largest liquor distilleries against explosive concentrations of alcohol vapors. The vapor detectors work in conjunction with a closed venting system and have resulted in substantial savings by reducing the amount of alcohol vapor lost to the outside atmosphere. In the still house department of distilleries, closed venting systems and combustible gas detectors have been installed to provide positive checks on vapor conditions. When the concentration of ethyl alcohol vapor in any "sniff" taken by MSA combustible gas alarm instrument panels reaches 40 per cent of the lower explosive limit, an alarm sounds and a red light on the instrument panel flashes.

These mechanical "noses" are making possible greatly increased production efficiency in the distillery business. Often the instruments sniff out leaks which are not harmful to workers, but which are indications of the loss of valuable production.

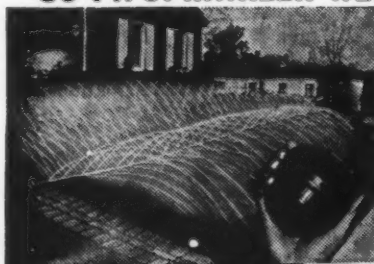
MSA will make a mechanical nose for detecting nearly any type of vapor in any industry.

Many fire departments use slightly modified oxygen masks with built-in, voice-powered telephones for maintaining communications between units dispersed to fight a fire. A Pittsburgh fire chief recently stood on the smoke-filled 21st floor of the city's Bell Telephone Building and used a "Maskfone" to direct firefighters working up from the street level.

The list of MSA safety products is long and includes everything from gas masks, artificial respiration equipment to first aid materials. But Mine Safety Appliances Company does not exist solely on the selling of safety equipment. According to John T. Ryan,

(Continued on Page 38)

50 FT. SPRINKLER WEIGHS 1 POUND!



This flexible plastic sprinkler can spray an area 15 ft. wide by 50 ft. long at average water pressure. Drape it over your hillside, twine it around your flower beds, shape it to any contour of your landscaping—it'll do a perfect sprinkling job in any position! This durable sprinkler will not rot or mildew, even if stored wet! The spray is so fine it's gentle on flowers—a real water saver! Turn the valve and it becomes a soaker. Complete with brass connector. 3 yr. guarantee.

20 ft. length.....\$2.50
50 ft. length.....\$4.75

MAIL THIS COUPON NOW!

Complete with Solid Brass Connector and Sliding End Clip.

SPRINKLER SYSTEM COMPANY

Dept. MM, 6612 SUNSET BLVD.,
HOLLYWOOD 28, CALIFORNIA

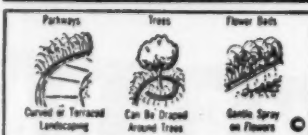
Enclosed is \$_____ for _____ 20 ft.
Home Sprinklers @ \$2.50 and/or
50 ft. Home Sprinklers @ \$4.75.

Name _____

Address _____

City _____ Zone _____ State _____

5 YEAR GUARANTEE



WHAT LABOR IS SAYING

This is a digest of the expressions of organized labor groups and leaders throughout the United States. **MANAGE** offers this objective report of the thinking of organized labor as a special service to management.

● **"AFL NEWS-REPORTER"** recently criticized the State department for quoting a foreign journalist who said that labor unions in the U. S. now are not democratic, but "more akin to the 'democracy' of Fascism or Sovietism."

● **PROFESSIONAL MODELS** in San Francisco, irked by competition from society women who appear in fashion shows, have formed a union and applied for an AFL charter and permission to organize models throughout the country.

● **INTERNATIONAL ASSOCIATION OF MACHINISTS** has begun a drive for better benefits for the non-operating railroad workers, including 4-week vacations for five-year employees.

● **"THE MACHINIST"** theorizes that since the administration has cut funds for the Wage and Hour division of the Labor department, wage chiselers won't have to worry about getting caught.

● **VICE PRESIDENT NIXON** was recently criticized by "Labor" newspaper for posing for a photo in which he patted "Sheba" the circus lion as part of the Circus Saints and Sinners Club luncheon. The publication called it a "cheap publicity picture."

● **"UNION LABOR DIGEST NEWSLETTER"** reports the following arbitration award: "CIO Marine and Shipbuilders No. 56 at Quaker Shipyard, Camden, N. J., won a contract which provides stewards with top seniority rights and requires that stewards be the last laid off, regardless of their ability."

● **LABOR PUBLICATIONS** including "AFL News-Reporter," "The CIO News," and "IUE-CIO News" recently felt the sting of their own tactics when publication was interrupted for two weeks by a strike of the Columbia Typographical Union against more than 30 commercial printing firms in Washington, D. C.

● **THE AFL EXECUTIVE COUNCIL** has unanimously supported the protests of President James Petrillo of the American Federation of Musicians against the use of military service bands in competition with civilian musicians.

● **PRESIDENT ALEX ROSE** of the Hatters told the International Ladies' Garment Workers convention that the Eisenhower administration is looking for a depression "to create a cheap labor market and beat back the unions." He described these deflations as government-planned.

● **HOLLYWOOD MOVIE COMPANIES** have been criticized by labor officials for making movies abroad. They contend that the film companies are using cheap foreign "extras" while American actors are unemployed.

● **"UNITED AUTOMOBILE WORKER"** accuses the General Electric Company and the United States Air Force of a strike-breaking coalition against Local 647, UAW-CIO during the long strike at GE's Evendale, Ohio, plant.

● **INTERNATIONAL HARVESTER LOCAL 988** in Memphis, Tennessee, recently went out on strike protesting the promotion of a Negro worker.

● **RAILROAD UNIONS** were victorious in a fight to force the Pennsylvania Railroad to continue ferry service across Chesapeake Bay which the carrier wished to abandon. Northampton County, Virginia, with union backing, is asking for a \$3 million fine against the railroad.

● **A LABOR UNION MEMBER** from Jacumba, Calif., recently objected to a union newspaper's cartoon about "wetbacks" from Mexico. This border resident stated that crops in the Imperial Valley could not be harvested were it not for this labor. It's back-bending work most American workers won't do.



And then there's the touching story of a young man who said to his girl: "I bet you wouldn't marry me!" The story goes that she not only called his bet but raised him five.

Teacher: "Johnny, what is a flood?"
Johnny: "It's a river too big for its bridges."

American (to Chinaman, who decorates grave with a dish of roast pork): "Say, John, when's your friend coming out to eat that?"

John: "Same time you' fliend comee out, smellee flowels."

Joe: "Why has a woman never been President?"

Jack: "Don't you know the President has to be over 35?"

A spinster was stopped on the street by a ragged man.

"Could you spare a dime for something to eat, ma'am?"

"Why are you begging—a big, strong man like you? I should think you'd be ashamed."

"Mademoiselle," he said, removing his hat and bowing courteously. "I am a disappointed romanticist. I have woven dreams of cobweb stuff and the wind has swept them away. And so I have turned to this profession—the only one I know in which a gentleman can address a beautiful girl without the formality of an introduction."

He got a dollar.

My secretary quit today.
It cut me like a knife—
She came back early from her lunch
And saw me kiss my wife!

"You say Burton is our best salesman?"

"Yep. A widow came in to buy a suit in which to bury her husband and he sold her one with two pair of pants."

The fancy dress dance was over and local gossips were comparing notes.

"Mrs. Smithington-Smythe looks upset don't you think?" said one, gloatingly.

"Yes, my dear. She came as a Hawaiian beauty, with grass skirts and all—and they awarded her first prize in the humorous section as 'The Old Thatched Cottage.'"

Critic: "You have a lot of bum jokes in this issue."

Editor: "Oh, I don't know. I put a bunch of them in the stove and the fire just roared."

Teacher: "Now, Johnny, if I lay two eggs here and three over there, how many will there be altogether?"

Johnny: "Personally, I don't think you can do it."

Unsteadily he stood there before the mirror. And mournfully he surveyed his bloodshot eyes.

"That settles it," he muttered. "I've got to stay out of those bars. My eyes are being ruined by that television."

A perfect lady at all times
Is Miss Elmira Trunk.

Of course she has a tiny fault,
She curses when she's drunk.

Extremely nervous holdup man: "Stick 'em up, or else!"

Victim: "Or else what?"

Holdup man: "Don't confuse me, this is my first job!"

Woman: "What's your cat's name, little boy?"

Boy: "Ben Hur."

Woman: "That's a funny name for a cat. How did you happen to pick up such a name for it?"

Boy: "Well, we just called him Ben until he had kittens."

"DOWN AT THE SALT MINES"



"So you want to know why your top-drawer secrets are always leaking out, hey boss?"

★ MANAGE SERVICE BUREAU ★

New Products and Free Publications for Management Men

Watch Those Floor Hazards

Could be nails, tacks or other tramp metal in your factory aisles that you have a difficult job in cleaning up to prevent accidents (and punctures in the parking lot.) **Eries Manufacturing Co.** has just the thing to solve this problem. Called the Super-Sweeper, it can be pushed, pulled or suspended and is made in three lengths and four widths. Attaches easily on an industrial truck, but can be kept as handy as a broom or brush in your department. It's magnetic!

CIRCLE 701 ON SERVICE COUPON

Check These Two New Grinders

Two new general purpose grinders, adaptable to die grinding and use with rotary files, cutters and midget mills, are being introduced by **Buckeye Tools Corporation**. These portable air tools are additions to the Buckeye "A" Series, bringing the total number of tools in this class to 276.

Available with lock button or lever throttle, these spindle grinders take a 2-inch organic wheel and are offered with extension adapters for using mounted wheels. Weighing only 13½ pounds, these compact grinders develop 50% greater horsepower than similar, larger tools and can handle many grinding jobs that formerly required much heavier tools.

The two tools feature Buckeye one-piece shaft design which eliminates replacement of expensive parts when wear occurs. The rotor "floats" on the shaft, connected by two inexpensive keys which are quickly and easily replaced when finally worn.

CIRCLE 702 ON SERVICE COUPON

Literature Offered in Ads

Apex Machine & Tool Co. (see page 25) will send you catalog 114 which describes its comprehensive line of production tools for tapping, stud setting and nut running.

CIRCLE A721 ON SERVICE COUPON

Arro Expansion Bolt Co. (see page 31) offers you catalog showing its complete line of anchors, toggle bolts, drills, turnbuckles, expansion shields. A handy book for shop or home.

CIRCLE A722 ON SERVICE COUPON

Lincoln Extension Institute (see page 27) offers 48 page descriptive brochure "Getting Ahead in Industry."

CIRCLE A723 ON SERVICE COUPON

Fietzmann Tool Corp. (see page 27) will send descriptive sheets covering stud sets, step blocks, Indicator Height Gages and a full line of tool room accessories.

CIRCLE A724 ON SERVICE COUPON

Here's A New Utility Apron

Yes, a utility apron for you and your workers made of "Durawear," said to be better than plastic. It is water resistant, stain resistant, acid resistant, mildew resistant, 100% resistant to animal fats and oils. Won't crack, peel and also is chemical and fire resistant. Comes with one year written guarantee. No laundering required, just wipe off. For more information, prices, etc.—

CIRCLE 703 ON SERVICE COUPON

Have You Schedule Problems?

Many times during the hectic work day, you may have to find a date ten days from now, seven weeks from now or four months to the day from now. It takes manipulations and figuring with your regular calendar unless you have a Schedule-A-Date desk calendar. Invented two years ago, this can help your efficiency. It's so simple, but so handy, you'll wonder why you never thought of it. For information on cost and where to buy—

CIRCLE 704 ON SERVICE COUPON

A Fastener Selector For You

A handy slide-chart calculator to help you select the right fastener for each job quickly and easily, is available from **The Milford Rivet & Machine Company**. This **Fastener Selector** is 8½" wide by 5½" high, lithographed in red and blue on white smooth finished heavy cardboard. Tabulated information is given for extruded and drilled tubular rivets, bifurcated (split) rivets and cutlery rivets. Dimensions are indicative of the best practice based on user service records. To obtain this—

CIRCLE 705 ON SERVICE COUPON

Handy Decimal Equivalent Decal Offered Free

Foremen, engineers, designers, draftsmen, etc. may secure a convenient time saving decal showing decimal equivalents in 64ths, just by writing to **The Meyercord Co.** The complimentary decal is only 6"x1¼" and is

designed for application to slide rules, T-squares, drawing boards, desk tops and other similar drawing equipment. The figures are easy to read, printed in sharp black and red type on a white background. The company states they have enough on hand to fill any normal demand.

CIRCLE 706 ON SERVICE COUPON

Get This Free Safety Paper

You want to keep up with new developments in safety practices and equipment, don't you? **The E. D. Bullard Co.**, (they're the "Turtle Club" people) has offered to place any **MANAGE** reader on list to receive the interesting little bi-monthly paper, "What's New In Safety." Just—

CIRCLE 707 ON SERVICE COUPON

New Literature Offered

(Circle the Number on Service Coupon)

708—Circular illustrating A.C.F. deep drawn pressed steel products in carbon and stainless steel (tanks, shells, bowls, ladles, pots) available from **American Car and Foundry Co.**

709—A technical report on Carboloy grade 508 cemented chrome carbide, a comparatively new powdered metal that is highly resistant to corrosion and erosion, has been issued by the **Carboloy Department** of General Electric Company. The report, CC-100, includes data on composition, manufacture, physical properties, application suggestions, finishing techniques, methods of attachment and general background material on the Carboloy Department.

710—The **Ready Tool Company** has issued a 1953 edition of its Pocket Size Catalog of Red-E Centers and other machine tools. This new edition illustrates the new products in the line and is more compact than previous folders. Manufacturers state this type booklet is excellent for production men who buy and use these tools for new equipment and/or replacements. Also explained, are the Red-E Tap-A-Hammers, Ball Chains for Hardened Ways and Vise Hold-Downs.

Note: Inquiries for the items listed above will not be serviced beyond August 30.

MANAGE MAGAZINE

321 W. First St., Dayton 2, Ohio

1953

**MANAGE
SERVICE
BUREAU**

Please send me further information on items circled below:

701	703	705	707	709	A721	A723
702	704	706	708	710	A722	A724

Name Position

Firm Business

Please ☐ Firm address } Street
check ☐ Home address }

City Zone State

SAFETY AS A CRUSADE

(Continued from Page 34)

Jr., now President of the firm his father and Board Chairman George Deike founded, the company sells safety. He and every MSA employee, believe that if they can do that job the equipment will sell itself.

More than 40 years ago, Mr. Ryan's father said it this way:

"If I spend my whole life in doing what I can to lessen the likelihood of the occurrence of terrible disasters, I shall feel in the end that my life has been well spent."

WASHINGTON REPORT FOR SUPERVISORS

(Continued from Page 17)

I had the pleasure of attending a dinner here recently marking a testimonial to 50 years of industrial ingenuity operated under our system of free enterprise. I refer, of course, to the 50th anniversary party given by Ford Motor company at the Mayflower hotel. It was one of scores of regional parties held throughout the country for Ford dealers, their wives, and newsmen.

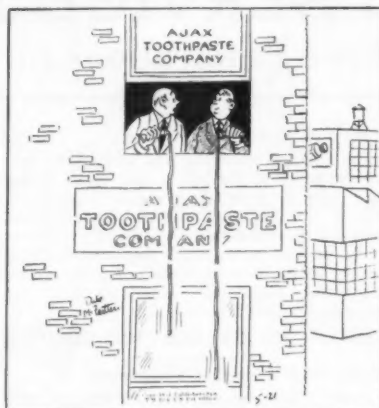
The fabulous story of the growth of a business enterprise from a modest investment of \$28,000 to an empire which girdles the globe is a testimonial to not only one man's vision and determination to build low-cost transportation, but a symbol of the American system of free competition. Henry Ford II, grandson of the company's founder and present head of the vast auto concern, summed it up this way:

"In all our public celebrations we have tried as far as possible to avoid appearing to congratulate ourselves. Self congratulation isn't what we want at all. To us it seems the growth and success of the Ford Motor Company was made possible by the kind of America in which we live, by the continual opportunity to seek change and progress, and by the enthusiasm for the future which exists here . . ."

Some of my friends in San Diego area foremen's clubs may have missed the implications of a recent

STRICTLY BUSINESS

by McFeatters



"You're right—our competitor's tube does hold more than ours!"

election in their community, but the powerful International Union of Electrical, Radio, and Machine Workers, CIO, which publishes its news periodical here chortled:

"In San Diego, Calif., union employees of the municipal government were given an unexpected hope that before long they may get higher pay than their foremen and supervisors. In a city-wide election voters turned down a proposal to increase the mayor's salary from \$5,000 to \$10,000.

"But the mayor's own assistant was voted a hike to \$5,004—thus giving him a larger pay check than his own boss."

Charles Wilson, secretary of defense, admitted recently he has a

PLANNING TO MOVE?

If your mailing address is being changed for any reason, please let **MANAGE** know so we can keep your copies coming to you every month. If you are anticipating a move, please advise us of your new address just as soon as possible—and allow thirty days for the change to become effective.

Every month, **MANAGE** pays return postage on dozens of copies of the magazine which come back to Dayton because the subscriber has not aided us in keeping his address-plate up to date. These magazines never reach the subscribers.

Don't miss a single issue . . . keep us informed where you are and where you're planning to move.

tough job that he doesn't particularly like. He and other cabinet officers find they are spending so much time on Capitol Hill answering questions of Congressional committees that there are not enough hours left in the day to accomplish other important work.

NEW BOOKS AVAILABLE

(Continued from Page 28)

SHOWMANSHIP IN PUBLIC SPEAKING—Edward J. Hegarty, 1952—S-364

To the speaker, showmanship in public speaking means stimulating and maintaining the attention of an audience. To an audience, showmanship is that rare quality which some speakers have of making a speech interesting as well as informative.

IS ANYBODY LISTENING?—William H. Whyte, Jr., 1952—C-365

More than two years of *Fortune* research have gone into this study. The editors of *Fortune* set out to discover how and why American business stammers when it talks to human beings. Careful analysis of the language of business, the anatomy of the office grapevine, how we try to communicate our way of life.

INCENTIVE MANAGEMENT—James F. Lincoln, 1951—H-366

A philosophy through which workers and managers in business and industry can develop themselves as skillful individuals and work together cooperatively to everyone's benefit rather than work at cross purposes to everyone's expense.

PRINCIPLES OF HUMAN RELATIONS—Norman R. F. Maier, 1952—C-367

Shows how foremen, supervisors, executives—leaders of all kinds—can combine top efficiency with high employee morale by using group discussion, non-directive counseling, and similar methods, each designed to overcome a particular kind of employee resistance.

HOW TO WRITE A SPEECH—Edward J. Hegarty, 1951—S-368

Mr. Hegarty believes that by following a simple formula anyone who can talk can make an effective speech. This is truly a "how-to" book on the planning, writing and delivery of any speech—be it business, political, social, or personal.

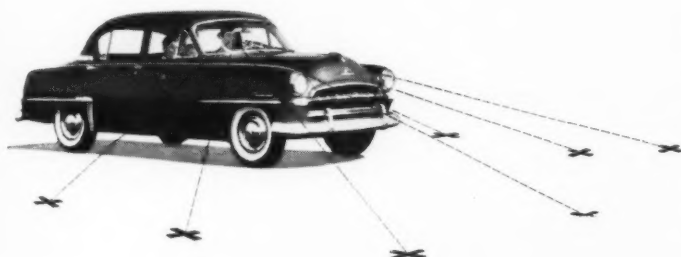
LEARNING THROUGH DISCUSSION—Nathaniel Cantor, 1951—L-369

This book deals with the professional discussion leader. It is not another book on "Conference Leadership" or on "How to Lead a Discussion" wherein the reader finds listed the things to say or to do.

MANAGE July 1953

Looking at it or out of it—a beautiful view!

NEW '53 PLYMOUTH

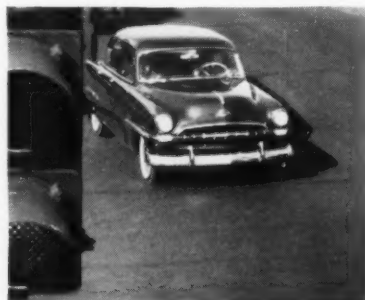


Close-in, all-around vision is one of the features of the new '53 Plymouth that you'll notice and like immediately. The industry's sleekest, safest low-hood silhouette lets you see objects right up close to the front of the car, a great help in traffic or parking. The narrow corner posts, the low-cut windows, the new rear quarter-window, the wide, curving glass area in the rear—all contribute to exceptional vision.

**There's more quality in it—
you get more value out of it**



Equipment and trim are subject to availability of materials



New Plymouth Hy-Drive, optional at extra cost, lets you drive cross-town or cross-country without shifting—offers the smoothest no-shift driving in the lowest-priced field. Hy-Drive is the simplest unit mechanically, too, and the lowest in price. Your Plymouth dealer would like to arrange a demonstration whenever it's convenient for you.



Control is smooth, sure, with Plymouth Safe-Guard Brakes. You get the same kind of stop for the same pedal pressure every time. This always-predictable action comes from the two hydraulic cylinders that Plymouth has in each front brake (where the other two leading low-priced cars have but *one*) and from the large braking area of Cyclebond lining.



Superb styling gives you a sense of pleasure the minute you step inside. And stepping inside, by the way, is easier in a Plymouth 2-door model, because of the $\frac{1}{4}$ - $\frac{2}{3}$ division of the seat. As you see above, a rear seat passenger can get in or out without disturbing those in front.

PLYMOUTH — Chrysler Corporation's No. 1 Car

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Whatever the Hazard...

it's covered by

MCA

SAFETY EQUIPMENT HEADQUARTERS

Equipment

RESPIRATORS

Air Line
Chemical Cartridge
Comfo Dust
Dustfree #55
Gasfree
Gas-Fume
Metal-Fume
Paint
Pocket-Type
Ultra-Filter

EYE AND FACE PROTECTION

Acid Hood
Ear Defenders
Eye Shields
Faceshields
Goggles
Paint Hood
Welder's Ear Protectors
Welder's Helmets

VENTILATION EQUIPMENT

Air-Mover
Clean Air Blower
Ventilation Controls
Ultra-Aire Space Filter

ARTIFICIAL RESPIRATION EQUIPMENT

H-H Inhalator
Oxygen Therapy
Pneolator
Pneophore

INSTRUMENTS—DUSTS

Cascade Impactor
Dust-Vue Microprojector
Electrostatic Sampler
Geiger Counter
Midget Impinger

MASKS

Abrasive Mask
All-Service Gas Mask
Ammonia Masks
Chlorine Mask
Heat Mask
Hose Mask
Industrial Gas Mask
Tank Gauger's Mask

OXYGEN BREATHING APPARATUS

Chemox Oxygen Breathing Apparatus
Demand Mask
McCa 2-Hour
M.S.A. 1-Hour

OVER 2600 ITEMS OF PROVED SAFETY EQUIPMENT

SAFETY CLOTHING

Asbestos Suits
Belts, Safety
Chemgard Aprons, Sleeves
ChemKlos
Clothing, Protective
Gloves
Knee Pads
Plastic Clothing
Rubber Clothing
Shoes, Safety

HEAD PROTECTION

Skullgard Hats and Caps
Combination Skullgard-Welding Shield
Coalband
Firemen's Helmets

INSTRUMENTS—GAS

Aromatic Hydrocarbon Detector
Benzol Indicator
Carbon Monoxide Alarms
Carbon Monoxide Indicators
Carbon Monoxide Recorders
Combustible Gas Alarm
Combustible Gas Indicator
Explosimeter
Hydrogen Sulphide Detector
Infra-Red Liquid and Gas Analyzer
Methane Detector
Nitrogen Dioxide Detector
Oxygen Deficiency Indicator
Oxygen Indicator

FIRST AID

Activel Liquid Soap
All-Weather First Aid Kits
Burn Treatments
FEND Barrier Creams
Fire Blanket
First Aid Cabinets
Paille for Burns
Hand Creams, Protective
Stretchers and Stretcher Outfits

MISCELLANEOUS

Bulletin Boards
Signs
Edison Electric Cap and Hand Lamps
Fogproof
Ladder-Leveler
Salt Tablet Dispensers

MINE SAFETY APPLIANCES COMPANY

Braddock, Thomas and Meade Sts., Pittsburgh 8, Pa.

At Your Service: 66 Branch Offices in the United States

MINE SAFETY APPLIANCES CO. OF CANADA LIMITED

Toronto, Montreal, Calgary, Winnipeg, Vancouver, New Glasgow, N.S.
Representatives in Principal Cities in Mexico, Central and South America
Cable Address: "Minsaf" Pittsburgh



